

Business Leaders of

COLOR



Chicago United 2011



Advancing
Multiracial Leadership



Chicago United





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, the study continually finds corporations visibly lacking in racial diversity in corporate governance and 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.

In response, 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.

We see the *Business Leaders of Color* publication used often as a reference. It also 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 promotes multiracial leadership in business to advance parity in economic opportunity. Chicago United supports the business community's need to maximize the use of corporate and entrepreneurial talent and brings together diverse senior business leaders to break through barriers to realize the benefits of diversity and inclusion.

Chicago United is the premiere organization creating an environment where racially diverse CEOs and executive level management can share common experiences to promote multiracial leadership in governance, management, and business partnerships while delivering best practices for diversity practitioners and building relationships among leaders who share common values.

PROGRAMS AND PRODUCTS

Changing Color of Leadership Conference

Chicago United Bridge Awards

Five Forward / MBe-Source

Corporate Diversity Profile

Diversity Officer Roundtables

Business Leaders of Color

Corporate Governance Training

BoardLink

BoardLink Nonprofit Board Training

Please visit www.chicago-united.org for more information.



LEADERSHIP PERSPECTIVE

A CEO IS CONSISTENTLY EVALUATING a myriad of issues. Shareholder value. Price competitiveness. Product development. Market trends. These are but a few chief concerns. When asked as a part of the 2011 Global CEO Survey produced by PricewaterhouseCoopers, the 500 CEOs surveyed repeated one theme as the single most important topic on their minds. The biggest challenge facing leaders of organizations today is whether their company has the right talent, with the right skills, to remain competitive.

Recognizing that the race for talent is of paramount concern to corporations and business of all sizes, Chicago United is pleased to present this 2011 *Business Leaders of Color* publication to serve as a resource to the C-suite.

In this publication, board chairmen, nominating committees, chief executives, and executive search firms will find exceptional individuals who currently serve, or are ready to contribute, as board directors of Fortune 1,000 companies. They themselves represent the kind of talent that companies seek, and they actively recruit and groom other accomplished executives as an integral part of their professional mission. They all speak about valuing and developing people and relationships as top priorities.

The Chicago United Business Leaders of Color typically demonstrate similar traits that have contributed to their success including integrity, unwavering commitment to delighting customers, a drive to improve their organizations, genuine concern for their communities, and a global perspective and experience. These attributes are certainly dominant with this group as well. Additionally, we believe that a chief executive or chair of a board nominating committee will be inspired by the successful outcomes delivered by these men and women who embrace well-considered risks as opportunities. In an ever-changing global economy, companies must be open to new approaches to solving problems and expanding markets. These Business Leaders of Color exhibit the innovation required to do that, and they lead their teams to do so as well.

The 2011 Chicago United Business Leaders of Color measure their success by the victories claimed by their protégés. This is more than altruistic. It is a good strategy to win the race for talent. It is with great pride that we present in this publication a sterling collection of men and women who have the business acumen and the breadth and depth of experience to contribute to the global competitiveness of corporations.

The 2011 *Business Leaders of Color* publication provides a talent showcase of individuals eminently qualified to serve our nation's corporations. Through their identification, Chicago United aims to accelerate the rate of change of diverse representation in corporate governance.

The innovative, global thinkers profiled in the following pages are ready to provide shareholder value in a changing world.

Sincerely,

Joseph A. Gregoire
Regional President – Illinois Banking
PNC Bank
Chairman, Chicago United Board of Directors

Gloria Castillo
President
Chicago United



CHICAGO UNITED CONTINUES to collaborate with the University of Notre Dame Mendoza College of Business. As a collaborative partner, Notre Dame is again sponsoring the photography segments of the *Business Leaders of Color* publication, and working in tandem with Chicago United to execute our corporate governance executive development pilot program. It is important in today's business environment to highlight the accomplishments of our emerging diverse leadership, and to provide a forum for leaders to thrive professionally. The University of Notre Dame supports this philosophy. It is committed to developing a community of diverse leaders and driving change in the Chicago region, and the country.



THE NOTRE DAME EXECUTIVE MBA

With the increasing impact and complexity of global business, today's executives must design and implement resilient, strategic plans that take into account the dynamics of an ever-changing business climate. The University of Notre Dame's Executive MBA program in downtown Chicago offers a curriculum that places equal emphasis on strategic thinking and values-based leadership – and develops successful leaders capable of bettering themselves, their businesses, and society as a whole. Good business promotes the upward mobility of all people, and Notre Dame believes that diversity in leadership is critical to good business. We know that it's necessary to develop a pipeline of diverse leaders in order for the country to sustain its competitive advantage in the global marketplace, and it is our core mission to be a leader in this effort. We are committed to shaping leaders with strong values and the strategic vision necessary for the continued growth and health of our economy. And we invite you to make the same commitment to your future. The Notre Dame Executive MBA offers a 17-month program in Chicago that begins each January, as well as a 21-month program in South Bend and Cincinnati that begins each August.



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Chicago United recognizes the following members and former Business Leaders of Color who were instrumental in nominating, selecting, and presenting the 2011 Business Leaders of Color. We are extremely grateful for their leadership.

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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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Robert Aguilar

Chief Operating Officer, Cabrera Capital Markets, LLC

“It’s about working hard and learning as much as you can. It’s about making yourself valuable so your strengths are highlighted in what you do, rather than in what you say or what other people say.”



Robert Aguilar is chief operating officer (COO) for Cabrera Capital Markets, LLC, an investment bank and full-service institutional brokerage firm with annual revenues of more than \$25 million.

As COO, Aguilar manages and oversees information technology, compliance, research, and human resources. He is ultimately responsible for the firm’s risk management and quality control program, ensuring compliance with the Financial Industry Regulatory Authority and the Securities and Exchange Commission.

Aguilar is also the founder and chief operating officer of Cabrera Capital Partners, an asset management company focusing on hedge fund of funds products. He joined the firm as employee number nine. Says Aguilar, “Now we have ten locations, 75 employees, and we’re leading \$250 million transactions. It feels good to have been part of growing the company.” While joining a small firm was risky, it has come with great reward, which he passes forward.

Aguilar and others at Cabrera formed Latinos in Finance to develop younger people of color in finance. The goal of the organization is to help up-and-comers form relationships and find career resources. “It’s very important to not only work together as leaders, but also to develop a pipeline to allow more and more people to enter into your area.”

He believes he was fortunate to learn this early in his career. Prior to Cabrera Capital Markets, Aguilar was logistics manager for Schwarz Paper Company, where he managed thirteen distribution facilities within the U.S., Canada, Japan, and the U.K.

While participating in Schwarz’s management program, he learned the value of mentoring and widening horizons. “They were developing me in a number of different areas. The leaders shared critical insights and developed me as a potential manager for the company.”

Robert challenges organizations to avoid building a culture in which future leaders see their peers as rivals. “People cannot think, ‘I’d be moving up if I could prevent your move up.’ Successful organizations demonstrate broad advancement opportunities.”

- On the Board of Trustees for La Rabida Children’s Hospital. Currently serves on the Audit Committee and Nominating and Board Governance Committee
- Presents an annual summer job readiness seminar for participants of the Chicago Summer Business Institute, a City program that provides summer internships for high achievers from Chicago’s high schools
- Provided a public speaking training workshop for students at Cristo Rey Jesuit High School in Pilsen

Arabel Alva Rosales

President and Chief Executive Officer, AAR & Assoc., LTD.

“Think about how you’re going to lead yourself first and then lead others.”

Beyond her role as founder, president and chief executive officer of AAR & Associates, a technology firm specializing in educational software training and installation, Arabel Alva Rosales co-produces Latino Fashion Week.

Developed to showcase the talents of designers, the event has gone global in only five years. Explains Rosales, “We were seeing that local designers, especially Latinos, were not getting the appropriate attention and were leaving Chicago. Now, we have international agreements with the Latin American countries, and we’re their portal into the United States. It’s not just clothing designers, but also hair and makeup artists. Last year, we helped launch a makeup artist here in Chicago.”

Rosales also started and now chairs the Childcare Expo, as part of her board efforts for the Women’s Business Development Center (WBDC). She and

another member of the WBDC established a causal link between access to consistent, quality childcare and career success for women. “We found that many childcare providers lacked the business acumen to have a successful business.” Now in its 13th year, the program focuses on the “business piece” of establishing a childcare facility. How does this help working mothers? “The childcare providers are able to run their businesses successfully and can provide thousands of families with good childcare so the parents can go off and be productive.”

At AAR & Assoc., Rosales is responsible for developing the firm’s strategic vision, overseeing operations, managing the P&L, and directing business development.

If the above were not enough, Rosales also finds time to speak to local schoolchildren about what it takes to be a leader. “A leader has to have vision,

integrity, tenacity, flexibility, resiliency, and empathy and respect for the people that they lead. They must be able to put themselves in the shoes of other individuals.”

- Chairman of the Board of Directors of the Illinois Hispanic Chamber of Commerce (IHCC)
- Director on the Board of the Women’s Business Development Center; past chairman of the Board, and current chairman of the Childcare Business Expo
- Dean’s Council of the DePaul College of Law
- Holds a 1st degree black belt in Tae Kwon Do



Terrell D. Anderson

Chief Operations Officer, Urban Partnership Bank

“The challenge in managing teams is to create a learning environment that's receptive to change. You create that dynamic by exhibiting leadership through motivation, communication, and creating a culture of engagement.”



Anderson started his career on the top... on a rooftop. During college, he worked as an industrial roofer. Anderson recalls the experience, “I would put tarps on some roofs and put down roofs, which taught me a very valuable lesson: to continue my education so I didn't have to continue to do that for a living.”

Advancement in the banking industry requires adaptability and Anderson learned firsthand how quickly the banking world changes. “I worked for NBD Bank in Detroit. NBD became First Chicago, then Bank One, then J.P. Morgan Chase, and I went through all of those iterations.”

This lesson informed some of Anderson's core beliefs about managing staff. “As a leader, you want to surround yourself with people who have knowledge and who will challenge your thinking. It makes you better and makes the team better. Building the right network and the right sponsorship in your career or even a particular project that you may be managing, I think is really important.”

Anderson's resume reads like a road map to the chief operating officer's position, the role he now holds for Urban Partnership Bank (UPB). At First Chicago NBD, Anderson was assistant vice president, banking center manager, managing \$70 million in assets and 20 employees. He increased mortgage loan volume by 100%, commercial loan volume by 200%, and customer satisfaction by 15%.

After that he became assistant vice president, business analyst, leading a \$90 million initiative to consolidate the bank's customer information and account analysis systems. At J.P. Morgan Chase, Anderson was vice president, operations site manager, managing 415 people and a \$13 million annual budget. He increased site productivity by 35% within five months.

Anderson then joined ShoreBank as vice president, project management office, responsible for the development of that office. He rose to senior vice president, operations, where, among other accom-

plishments, he developed operational scorecards for all the units. He views his current role as chief operating officer of Urban Partnership Bank as his greatest career success, “Especially since the mission of our organization is so closely tied to the community.”

- Board director, Ancona School and member of the Committee of Trustees, accountable for the management of the strategic plan
- Member of the I-Go Car Sharing Board of Directors. Currently a member of the Operations Committee
- Former vice president of Chicago United Futbol Club, where he chaired the Sponsorship Committee. Also assisted with managing the finances and player recruitment
- Says Anderson, “A board member should have specific skill sets to contribute while still maintaining the capacity and flexibility of learning.”

David Arenas

Managing Director, Reilly Partners

“A willingness to flush out gray areas and insist on transparency across the company and the board is paramount to being an effective board member.”

Immediately after receiving his Bachelor of Science in civil engineering degree from the University of Illinois at Urbana-Champaign, David Arenas jumped into a key role at Mobil, building gasoline stations throughout Maryland, Virginia, and Washington D.C.

During a summer internship he had while studying for his MBA at Kellogg, he played a critical part at J.P. Morgan in a hybrid loan syndication and bond offering for Mexico. These appear to be two separate career trajectories, but they indicate that high potential people like David Arenas can become high performance leaders wherever they apply themselves.

Prior to J.P. Morgan, Arenas executed construction projects as vice president of operations for Montoya & Sons Construction in Des Plaines, Illinois. “These projects are complex, there’s a lot of negotiation and project oversight, as well as management and business development. I knew that I would bring these skills and my engineering background to the table to provide a better understanding of the dynamics of the industries which would be a terrific combination for investment banking.”

Since then Arenas has been vice president at SG Cowen Securities Corporation and managing director at Blue Beacon Capital, both roles focused on corporate finance/mergers and acquisitions. His human capital acumen enabled his next career move into executive search consulting, first at Spencer Stuart and now as managing director of Reilly Partners. As managing director, Arenas leads the Financial Officer and Financial Services Practices, where he has successfully completed senior level searches for C-suite ranks including board directors, CEOs, and presidents.

His keen awareness of the importance of diversity and inclusion is reflected in his approach to every search assignment. It is also reflected in his approach to his own board memberships. “We’re facing a global marketplace. We need the skills and the leadership of executives who have been exposed to unique marketplaces and international assignments working across different countries. People of color often see market segments and communities full of tremendous value and potential where others might not.”

- Named one of the “100 Most Influential Hispanics in 2010” by *Hispanic Business Magazine*
- Current and former board participation:
 - Mexican Civic Society of Illinois, member of the Board of Directors (Beginning 2011)
 - Gateway Foundation Inc., member of the Board of Directors, (2006-2010)
 - New America Alliance, an American Latino Business Initiative, member of the Board Initiative Committee (2006-2010)



Jeanna D. Bridges

Market President, BMO Harris Bank

“Very early in my career, a manager told me I would never amount to anything. It was like the first day of the next stage of my life. I was able to say to myself, ‘I will never allow this person to dictate who I am or what I become.’”

Jeanna Bridges joined Harris in 1979 and has held a succession of increasingly more senior positions in sales, sales management, and operations.

In 2006, she was promoted to her present role as market president of BMO Harris Bank, responsible for developing and executing strategies for their retail banking, commercial banking, and wealth management services. Currently, her Cook and Will County region consists of ten bank locations, 75 employees, and a budget of \$18.4 million.

The promotion was *not* a cushy reward for more than a quarter century of service. At that time, the region had six branches, was underperforming financially, and had poor customer and employee satisfaction levels.

Bridges conducted a detailed assessment of the markets and the talent. Collaborating with her HR partners, she defined a talent selection process

that focused not only on the necessary skills and experience, but also on the diversity of the employees to ensure the workforce mirrored their markets.

“Statistics show that companies that continue to be successful are those that look at the richness in different cultures. If we do not seize the opportunity to make sure that diversity is part of everything that we do, it will certainly stifle us.”

By means of clearly articulated performance expectations, inclusion, and coaching, Bridges was able to restructure her region to better address the needs of her communities.

The region is now performing in the top 10% of the Harris retail banking division. Customer satisfaction scores increased dramatically and continue to do so. Between 2009 and 2010, for example, satisfaction levels increased by 14%.

Even though she has been at the same organization for 32 years, Bridges maintains her passion. “It may sound simple, but passion is extremely important. Passion creates credibility. And credibility distinguishes you from others, helping people recognize you as the real person that you are.”

• **Current board involvement:**

- Board director of the South Suburban College Foundation
- Board director of the Glenwood School for Boys and Girls, South Campus
- Advisory Board member for the Habitat for Humanity
- Recipient of the YMCA of Metropolitan Chicago Black & Hispanic Achiever Award
- Featured in the second edition of Who's Who in Black Chicago



Kevin B. Brookins

Vice President, Operational Strategy & Business Intelligence, ComEd

“Integrity is the price of admission for me. It is maintaining the highest ethical standard in what we say and do.”



Kevin Brookins joined ComEd right out of college 27 years ago on a path to become one of the industry’s most versatile electric utility managers. He is now vice president of operational strategy and business intelligence. He is responsible for driving fundamental change throughout the organization and providing a strategic foundation to address future business opportunities.

Upon joining ComEd, he was assigned four job assignments in four months. Brookins says, “This turned out to be a terrific experience because it gave me an opportunity to learn about the different parts of ComEd before settling in as an analyst.”

Eight years later, he moved to a role on the front lines. “Working in a commercial office expanded my network and allowed me to demonstrate that I could be successful in an operations role.” This led to his first supervisory position and, later, being tapped to help complete the merger when

ComEd’s parent company (at that time Unicom) joined PECO. “That allowed me to further expand my network and gave me the opportunity to lead a very talented project team.”

Brookins believes a leader is one who is capable of getting people to do extraordinary things, motivating them to a common objective. His leadership skills have been tested in a number of arenas including distribution systems operations, work management and new business, customer field operations and oversight of construction and maintenance in the Chicago region.

He believes his professional achievements are the product of preparation and opportunity. Beginning with a technical degree in engineering, he then earned his MBA and welcomed mentorship opportunities. “No matter how good you may be, you can’t do it by yourself.” Appreciating that mentoring is a two-way road, Brookins is dedicated

to developing the next generation of leaders. “Succession planning is an ongoing activity for me, including looking for talented people, identifying their development opportunities and strengths, and constantly coaching and mentoring them, which only helps the company.”

- Selected current and past board memberships:
 - Board director of Local Initiatives Support Corporation (LISC) Chicago
 - Board director of Chicago United
 - Board director of First Northern Credit Union (whose assets were \$250 million), (1999-2010) and vice-chairman (2006-2010)
- A 2003 fellow of Leadership Greater Chicago
- Twice selected by *U.S. Black Engineer & Information Technology* magazine among the 100 Most Important Blacks in Technology

Julia M. Brown

Senior Vice President and Chief Procurement Officer, Kraft Foods, Inc.

“It’s important to be accessible as a leader so people at deeper levels in the organization can tell you about areas of opportunity and what they need day-to-day to do their jobs. If I only received information from people reporting directly to me, I’d miss the majority of the organization.”



Julia Brown is proof positive that it is possible to create measurable impact in the first 100 days on the job. In December 2008, Brown joined Kraft Foods as their senior vice president and chief procurement officer, a position responsible for a spend exceeding \$32 billion and management of more than 1,300 procurement professionals in more than 70 countries.

By March 2009, she had launched a global, company-wide transformation initiative called SAVOR (Sourcing Alignment through Value and Organization-wide Responsibility). The objective: to deliver savings and drive value contribution, innovation and upstream sourcing, sustainability, and quality. To do this, the initiative takes a unique approach of bottom-up empowerment, enabling global focused category leadership and matrix decision making while continuing to operate within a decentralized organization structure.

With her vision set, Brown made five fundamental changes in the organization: 1) establishment of an executive team; 2) assignment of spend leaders for sourcing work who are empowered to manage their category; 3) assembly of regional and global steering committees comprised of key business partners with clear approval capability across the enterprise; 4) creation of a global project management office to organize and govern the global sourcing process; and 5) establishment of the Kraft procurement leadership team (top 70 procurement leaders) to guide the overall transformation. Says Brown, “The changes elevated the profile of procurement, enabling our people to demonstrate strategic capability, act as real business partners, and leverage Kraft’s global scale to deliver unprecedented results.”

Among the many impacts of SAVOR was doubling procurement’s ROI and providing her team with the ability to challenge ‘sacred cows’ and step outside organizational silos. By delivering unprecedented savings to the Kraft Foods businesses, Kraft has been able to invest in top-line growth which has contributed to bottom-line savings. The contribution from procurement allowed margins to be expanded. CEO Irene Rosenfeld applauded Brown’s efforts. “It is remarkable to see the ability of one person to come in and to create the tidal wave that she has created in this function and in our company. I can’t thank her enough.”

- Board director of the Institute for Supply Management (2008 to present), chairman of the Finance Committee
- Board director of the National Minority Supplier Development Council and member of the Executive Committee (2011)
- Former executive positions include:
 - Vice president, corporate procurement and contract manufacturing, The Clorox Company
 - Senior director, global direct materials/strategic sourcing, The Gillette Company
 - Purchasing group manager, Procter & Gamble

Rebecca S. Busch

President and Chief Executive Officer, Medical Business Associates, Inc.

“At the end of the day, it is patient advocacy that I carry into all my work.”



Two decades ago, Rebecca Busch was sitting across from the CEO of a consulting firm. They had recently hired and fired three vice presidents of operations in quick succession. As their de facto head of operations, Busch was petitioning for the role.

Says Busch, “You know what he said to me? ‘There’s no way forty- and fifty-year olds will report to you.’ I asked ‘How old do I have to be before I can get promoted?’ And he said, “Forty or fifty.” I sat there at 28 and thought, ‘Well, I’ll just promote myself.’ And I started my own company.”

Medical Business Associates, founded in 1991, has a unique core competency in conducting technology and process-enabled audits of health information, health care claims, and their respective processes.

As chief executive officer, Busch is responsible for budgeting, profit and loss, and senior staff management. She is a registered nurse, a certified fraud examiner,

and a healthcare fellow in financial management. She holds an MBA, and a masters certificate in case management. And, she also has two patents pending.

Busch has developed a number of proprietary data analysis tools. These include an internal employer audit program that generates recoveries of up to 40% for healthcare expenditures, a financial case management tool that provides a 15% reduction in processing errors, and an internal audit revenue capture program that has generated more than \$100 million in lost revenue capture opportunities.

Her analytical approach has reaped significant results, including recovering more than \$1 million from a “rent-a-patient” healthcare fraud scheme and uncovering a \$2 million healthcare fraud. “Employers want a healthy workforce and to make sure their dollars are spent taking care of their employees. I’m very passionate about making sure they are getting what they pay for.”

Also passionate about helping the community, Busch recently started Personal Health Care Advocacy, a group devoted to helping people struggling in the healthcare system.

- **Current board involvement:**
 - Board director of CommunityHealth
 - Board director of LISTA (Latinos in Information Science & Technology Association)
 - Chicago vice president and newsletter editor for the ACFE (Association of Certified Fraud Examiners)
 - Board director for the American College of Wellness
- Featured on Fraud Squad TV and WGN Channel 9 News
- Quoted in *Crain’s Chicago Business*, *Business Ledger*, *White Collar Crime Fighter*, *Chicago Tribune*, and *Examiner*
- Received an “Influential Women in Business Award” from the *Business Ledger* in partnership with the National Association of Woman Business Owners (NAWBO) in 2009

Gwendolyn L. Butler

President and Chief Operating Officer, Capri Capital Partners, LLC

“Employees must be able to operate in a multicultural, multiethnic environment in order to effectively execute your business strategy.”

Gwendolyn Butler is the first African-American female president and chief operating officer in the commercial real estate investment management industry.

In this role at Capri Capital Partners, LLC, one of the country's leading institutional real estate investment management firms, Gwendolyn L. Butler oversees all investment, finance, and marketing personnel of the firm.

She joined Capri as chief marketing officer in March 2007 and has led their institutional capital raising function for the organization. In that role she has overseen more than \$500 million in new commitments to Capri from leading public pension fund investors.

Butler has 33 years of institutional lending and investment management experience, including serving as executive director of UBS Global Asset Management and managing director of Bear Stearns & Co. She has received numerous accolades,

including being named "One of the Most Powerful Women in Business" by *Black Enterprise* magazine, one of the "100 of America's Best and Brightest Black Women in Corporate America" by *Ebony* magazine, and one of the "Remarkable Women of Color Presidents" by the Chicago Chapter of the National Association of Securities Professionals, the leading national organization for minorities and women in the securities industry.

Butler believes that succeeding globally requires an acute appreciation of different people, cultures, and communities. "You have to be sensitive to nuances that make particular environments unique, be accepting of differences, and look for opportunities that result from them. Once you step outside the country, you gain an appreciation of the fact that different individuals can look at the same situation and perceive it differently."

Capri Capital Partners is 85% female and minority, which she believes is "rich with difference in

perspective" and provides a competitive advantage. "Our competitors are much more homogenous in terms of how they work and how they think." The environment is also fertile ground for the Capri employees. "I try to create an environment where individuals can achieve their most aggressive career goals and have experiences that will enable them to develop additional skills by leveraging their existing skills and creating opportunities."

- Financial expert according to SEC guidelines, holding series 7, 63, and 65 securities licenses
- Chairman of the National Association of Securities Professionals
- President of the Board of Directors of the YWCA Metropolitan Chicago and member of the Executive Committee
- Board director of the Los Angeles Urban League



Calvin G. Butler, Jr.

Senior Vice President of Corporate Affairs, Exelon Corporation

“You must have a succession plan. It’s never about the individual. It’s about the team. You owe it to the corporation that everyone is ready. The team should not miss a beat. It’s critical.”



As senior vice president of corporate affairs, Butler is responsible for day-to-day outreach for Exelon, which operates one of the industry’s largest portfolios of electricity generation capacity, and the largest nuclear fleet, with a nationwide reach and strong positions in the Midwest and Mid-Atlantic. In the state of Maryland, he maintains strategic relationships with key stakeholders and is leading Exelon’s effort to obtain regulatory approval for its proposed \$8 billion merger with Baltimore-based Constellation Energy.

Prior to this role, Butler was senior vice president of human resources, overseeing the strategy to drive performance, talent development, organizational design, labor management, diversity and inclusion, and compensation and benefits for Exelon’s 19,000 employees. Previously, he served as senior vice president of corporate affairs. Before joining ComEd, Butler was senior vice president of external affairs at RR Donnelley, where his breadth of experience and performance distinguished his career.

“I’m a lawyer by training and a government affairs professional by practice. I’ve run strategy. I’ve run operations. At RR Donnelley, they put me in a manufacturing plant to run it and I ran it well. I stepped out of my comfort zone and did something that no one expected.” Butler oversaw manufacturing at two plants, including a \$100 million magazine plant that led its group in year-over-year net income increases.

Butler’s charitable involvement shows a commitment to using his diverse skills to support the communities where he lives and works. His current board involvement includes Illinois Chamber of Commerce (Chairman 2008-2010), Leadership Greater Chicago (Recruiting and Nominating Committees), Chicago Public Library Foundation (Development Committee) and Voices for Illinois Children (Development Committee). In the recent past, he held board positions with the American Cancer Society, Peoria Big Brothers/Big Sisters, and the Illinois Energy Association.

“It’s critical that corporations support the communities in which their employees work and live because we make a difference in the community. It also allows for a deeper connection with our employee base. When you talk about attracting and retaining talent, it’s about more than just salary.”

- ISO certified auditor, Six Sigma Green Belt
- Chairman of the Public Outreach Committee for the Commission to Engage African-Americans on Climate Change
- He has received numerous awards and accolades, including:
 - Induction into the Peoria African-American Hall of Fame Museum in 2010
 - *Crain’s Chicago Business* “40 under 40” emerging leaders in 2008
 - *Chicago Defender* “50 Men of Excellence” designation in 2008

Carlos F. Cata

Managing Partner, Marketing and Sales Officers Practice, Heidrick & Struggles

“We live in a relational world where everything counts – what you say, what you do, what you don’t say, and what you don’t do.”



One of the top Latino leaders in Chicago, Carlos F. Cata currently serves as the managing partner of Heidrick & Struggles’ Marketing and Sales Officers Practice for North America.

As a partner in the marketing and consumer practices of one of Chicago’s leading executive search organizations, Cata focuses on the breadth of commercial leadership functions across financial services, insurance, professional services, technology, and consumer sectors.

Cata is also a leader in the firm’s Diversity Practice, where he develops and exposes Latino leaders to the corporate community, ultimately helping companies build winning, multicultural teams. Says Cata, “I get this unique opportunity with the Hispanic American community, which is not developed in terms of the power of our network. We’re so fragmented. We need to galvanize each other.”

Says L. Kevin Kelly, chief executive officer, Heidrick & Struggles, “Carlos is a key member of our Diversity Practice and he has personally championed the development and recognition of Latino leaders. I have always enjoyed his energy and passion, and I appreciate his honesty and drive to continue to strengthen the firm.”

Cata also recognizes what he calls the “strategic imperative of inclusion.” He explains, “By including diverse experiences and perspectives, a company can better understand the consumer or commercial population, how to make better decisions, and be more relevant. Board rooms historically feed off the experience mix of a narrow socioeconomic sliver, and miss out on a very big opportunity.”

Cata’s experiences as a world-class marketer and a recruiter provide clients, charitable organizations, and communities with, in his words, “...an understanding

of consumer marketing and how it is done across world-class companies today. I understand the convergence of human capital and the talent implications, and the Hispanic consumer.”

- Board director for the Make-a-Wish Foundation of Illinois, a member of the Governance Committee for the National Make A Wish Board, and a member of the Nominations Committee for the Make A Wish Foundation
- Founding partner of Frontera Foods, Inc., a chef-inspired specialty food company made famous by Rick Bayless, whose public television series Carlos also produced
- Earlier in his career, Carlos was a marketing professional with Procter & Gamble, Disney and Kraft Foods

Jorge V. Cazares

Partner, Pugh, Jones & Johnson, P.C.

“Growing up in a multicultural environment makes it easier to be receptive to new ideas and not be tied down to one way of doing things.”

Jorge V. Cazares, though born and having spent his entire career in Chicago, has a unique perspective on the city and the value of its diversity. “My grandparents came from a small town in Mexico. There I got a true appreciation for different and older cultures. At Yale, I had roommates from South America, India, and the Middle East, so I was exposed to their sets of values.”

An interaction at college made him appreciate Chicago’s diversity. “Somebody from South Carolina came up to me and said, ‘You know, you’re the first Mexican I’ve ever met.’” This made Cazares recognize one of Chicago’s most important features. “Living in Chicago, you’ll probably meet just about every nationality at some point. That’s a unique quality.”

His career has also been full of diverse experiences, having worked successfully in the public and private sector at both large, established firms and start-ups. After graduating from law school, Cazares joined Altheimer and Gray, an 80-year old firm with 300 attorneys. He left the firm after a couple of years. “I decided to join Pugh, Jones, a firm that was just establishing itself. What intrigued me was being on the ground level of a business.” He practiced there for 15 years, during which time he rose to partner. In 2007, he left to become the general counsel for the Chicago Housing Authority (CHA). At the CHA, he oversaw the agency’s legal affairs and provided counsel to their Board of Commissioners and senior management. Cazares also served as the agency’s ethics officer, a member of the Audit Committee, and as a trustee of the Pension Board. “Basically, I was a business executive who participated actively in corporate strategy and decisions.”

In 2008, Cazares returned to Pugh, Jones & Johnson as a partner in their Litigation Practice Group, where he concentrates on commercial disputes, employment, professional negligence, and complex civil and white collar litigation. He also chairs the firm’s associate evaluation and compensation committee.



- Member of the Federal Trial Bar of the United States District Court for Northern District of Illinois
- Chair-qualified arbitrator of the Circuit Court of Cook County, Mandatory Arbitration Program
- Board directorships include:
 - Loyola University Latino Alumni Board
 - Gads Hill Center, a family resource center that partners with the community to develop the assets of children, youth, adults, and families, Board of Directors
 - Loyola University School of Law, Alumni Board of Governors
 - Santa Lucia Elementary School Board

Gary Chan

Senior Vice President, Finance Transformation, Kraft Foods, Kraft Foods, Inc.

“So much of success depends on emotional intelligence and the ability to work with people, collaborate, and get things done in a larger group setting.”



In the middle of an already successful career at the Kraft Foods companies, Gary Chan recognized an opportunity to catapult his career and moved to Chicago. “I didn’t have a support structure here, but that decision vaulted my career on a trajectory. The future of the Kraft and General Foods merger was in Chicago. I saw the opportunity and made that choice.”

Chan has taken several such risks, all leading to increasingly significant roles. He has been senior vice president finance and strategy for Kraft Foods, global supply chain, vice president finance for Kraft Foods European Union, and director of Worldwide Food Strategy for Philip Morris. He has also held previous engineering positions. “After completing my MBA in night school, I made a career change from engineering to finance.”

During his 30 years at Kraft, he has led many global initiatives, including the acquisition and integration of the Nabisco Company operations into Kraft Foods in 2001, the re-structuring of the Kraft finance organization to align with their new growth strategy in 2007, and the ongoing acquisition and integration of Cadbury.

Chan is currently senior vice president of finance transformation, for Kraft Foods, where he is responsible for \$13 billion in annual revenue and operations in more than 65 countries.

His global and large organizational experiences enable him to put a fine point on the value of diversity and inclusion. “In the end, how we drive economic value tends not to be very different across the world. The customers and suppliers could be different. The industries and competition could be different. One also has to recognize there are different cultural norms about how business is conducted that need to be understood and respected. That is so important.”

“The best of diversity is learning from diversity. Rather than just acknowledging that different cultures exist, it’s about taking those diverse viewpoints into our management discussions and decision-making processes and capitalizing on them.”

- Given the Asian-American Corporate Achievement Award by the Organization of Chinese-Americans
- Board participation includes:
 - Board director of the Lake Forest Graduate School of Management.
 - Member of the Business Advisory Council for the Organization of Chinese-Americans (OCA) Chicago Chapter
- Senior executive advisor to the Kraft Foods Asian-American Employee Council

Hugo Chaviano

Senior Partner, Sanchez, Daniels & Hoffman LLP

“One of the biggest learning tools that I have taken advantage of during the course of my life is other people’s experience. I’m interested in people, learning about them, their life circumstances, and how it is that they have gotten to where they are.”

Hugo Chaviano is a Partner at Sanchez Daniels & Hoffman, LLP, one of the largest minority-owned law firms in the country. Chaviano focuses on the representation of Fortune 500 companies and large financial institutions for civil litigation and complex business and legal issues at both the national and international levels. His career is characterized by distinguished service to the legal profession and to Hispanic communities in the United States and abroad.

To get the best understanding of Chaviano’s willingness to take career and life risks, you need to go back to his early teens. “My first life-changing decision was at the age of 13, when I was confronted with the reality that my aspirations would be forever limited unless I left my native country, Cuba. I then decided to leave, alone, for a foreign land with no assurance that I would ever see my parents again.”

After immigrating to the United States, he worked in a laundry, where his negotiating skills were immediately apparent. “I became quite efficient pressing shirts, so I negotiated to be paid by the shirt, and significantly boosted what I made per hour.” He quickly rose to official press master for a large dry cleaning company.

After graduating from Northwestern University School of Law, Chaviano established his own law firm, grew it to seven attorneys, then merged with a multinational firm where he led their Latin America practice. He left there to become chairman of the Latin America Practice Group at a 500-attorney firm, prior to joining Sanchez Daniels & Hoffman, LLP.

“I always had the realization that I had to take risks to achieve higher rewards.” A passionate advocate for mentoring, Chaviano sees a mutual responsibility for growing future leaders. “While it is the

duty of current leaders to groom their successors, I think equally important or, I would argue, more important, is the person’s own responsibility in their self-development.”

- Current and former board participation includes:
 - He is secretary general of the Inter-American Bar Association, a federation of bar associations of the Americas, Spain, Italy, France and Portugal
 - Board member, Northwestern University School of Law
 - Served as president of the Hispanic National Bar Association, where he improved the financial position of the organization and positioned it for growth
 - Served as president of Hispanic Alliance for Career Enhancement
- Named one of the 100 Most Influential Hispanics in the United States by *Hispanic Business Magazine* in 1997



Sona Chawla

President, Ecommerce, Walgreens

“The new model of a leader is someone who can assemble the right team with the right talent. Real global leaders make connections, across and outside their organizations, then empower their people to make the right decisions because they are closer to the information.”

When you think ‘e-commerce start-up,’ you likely visualize a loft in Silicon Valley or a garage in Boston, not Walgreens in Deerfield, Illinois.

However, large, established companies must compete online against the many thousands of emerging companies. To do so effectively, they need a leader with Fortune 50 experience, a global perspective, and an agile, entrepreneur’s mindset. Enter Sona Chawla.

Says Chawla, “One of the management mantras I learned is ‘Run it like you own it.’ This puts perspective on everything. You find the ability to break through barriers and navigate the organization, because you have the context of what you’re trying to do.”

Chawla is president of Ecommerce and officer of Walgreens Co., she is responsible for growing Walgreens’ digital channels as a strategic component

for leadership in multi-channel retailing and healthcare services.

Her successful initiatives at Walgreens already include: developing overall the strategic, investment and P&L plan of their Ecommerce division; re-architecting Walgreens.com; launching their mobile and social networking efforts; and piloting innovative multi-channel offerings, such as online order and pick-up and live chat with a pharmacist.

Under Chawla’s management, Walgreens’ online and multi-channel sales have grown at a significantly faster rate than offline sales.

Before Walgreens, Chawla held senior roles for Dell Inc. (leading dell.com, one of the world’s largest Ecommerce sites) and Wells Fargo.

Chawla believes adaptability is a leadership requirement and a core benefit of diversity. “What

is really important is to be able to think on many dimensions and be very open to change. If you don’t anticipate or find a way to adapt to change, you’re going to be history.”

“Ecommerce innovation is driven by the diverse people who work in the industry. Having a diverse team leads to better thought, better work product, better collaboration, and better relevance in the marketplace.”

- Named one of Mass Retail’s Elite Women by *Mass Market Retailer* (January 2010)
- Board director for Miracle Foundation, Austin, Texas (2008)
- Member of Top 3 Banking Teams (*U.S. Banker*, 2006)
- National Women of Color Technology Award Winner (2004)



Michael Chin

Senior Vice President, TCF National Bank

“Change leaders don’t necessarily go with the status quo. They do the right thing, even though it may not be what the majority is wanting.”



Michael Chin values leaders who take action. He observes that in risk averse environments action is often avoided. He also values the ability to learn. “Tomorrow’s challenges will require that leaders are continuously learning. The marketplace is changing so rapidly these days, to be successful you have to be a sponge and adapt. That’s key right now.”

After 15 successful years at Harris Bank in several capacities, including assistant vice president in the Small Business Banking Group and vice president in the Commercial Real Estate Group, he stepped out of his comfort zone and accepted an opportunity with TCF Bank to manage and develop a team and set the strategic direction for approaching the market.

Today, Chin is senior vice president within the Commercial Banking Group of TCF Bank, focusing on lower middle market companies and commercial real estate assets. He is also a member of the senior credit committee, responsible for reviewing the credit opportunities presented in his region and

the region’s overall portfolio. “My division has been recognized as a high performing team for three of the past four years. In 2010, deposit growth was 240% of goal and fee income was 150% of goal. In a challenging credit environment, loan production was 94% of goal.”

In 2006, Chin was appointed to the Capital Development Board of the State of Illinois, which oversees the State’s construction projects for municipal properties such as universities, correctional facilities, and medical centers. Chin serves as chairman of the audit review committee, which has saved taxpayers millions of dollars through their oversight.

Chin’s financial acumen and ability to approach challenges in a methodical and strategic manner, as well as seeing the “people side” of transactions make him invaluable to committees and boards. “You need to have a more compassionate approach to relationships, versus just being focused on a

transaction. Relationship building, not just transactions, affects the bottom line.” He firmly believes diversity and relationship building go hand-in-hand. “A company may not know that how they’re doing business affects their client mix. A different perspective could educate the organization on how that client group may think or behave.”

- Recognized with the Asian-American Hall of Fame Business Leadership Award
- Current board roles:
 - OCA-Chicago (Organization of Chinese-Americans); former board president
 - Chinese Mutual Aid Association; former board president
 - Mercy Hospital Foundation; serves on the Strategic Planning Committee
- Served on Mayor Daley’s 21st Century Leadership Council in 2002
- Founding member and first chairman of the Harris Bank Asian-American Coalition of Employees

Nim Chinniah

Vice President for Administration and Chief Financial Officer, University of Chicago

“Culture prepares you. I come from a background where there are not endless opportunities and possibilities. When you don’t take things for granted, you have a tendency to seize the opportunity. You tend to work harder.”



When Nim Chinniah moved from deputy vice chancellor for Administration and Academic Affairs at Vanderbilt University to vice president for Administration and chief financial officer for the University of Chicago, he knew it was a great opportunity, not a chance to rest on his laurels. Explains Chinniah, “High opportunities come with high risk. There’s the risk of failure, the risk of underperforming. You have to prove you’re prepared to lead.”

The recent financial crisis raised the ante. “Being CFO when the world is going through an economic crises, there are incredible opportunities, but there are also incredible responsibilities that come with that.”

During 2008 and 2009, Chinniah facilitated a response to the economic crisis and successfully led the University through budget reductions, cost containment efforts and revised financial planning.

Focusing on core initiatives during difficult times takes more than leadership, it requires an unwavering set of principles. “Because when you lead with a clear sense of your own values, then, no matter the circumstances, you’re not as easily swayed by the people around you,” says Chinniah.

Reporting directly to the University’s president, Chinniah manages an annual budget of approximately \$3 billion and has direct line responsibility for the Finance and Administration Division, comprised of over 750 staff members. He manages the University’s \$2 billion plus debt portfolio and collaborates with the provost to manage the University’s capital planning process.

Chinniah also staffs several Board of Trustee Committees including Financial Planning, Audit, Campus Planning & Facilities, Safety and Compensation. “The role of a board member is a noble role. You are

responsible not just for the performance of the organization, but also for the context of that organization in the broader world in which it resides. Leadership at the board level is about fiduciary responsibility, which is about more than the bottom line. It’s about values. It’s about inclusion. It’s about opportunity.”

- **Current board directorships:**
 - President, Lake Park Associates
 - Board director, Chicago Children’s Choir; Finance Committee
- **Chairman of the Nashville Human Relations Commission (2006-2007), appointed by the Mayor of Nashville**
- **Previous board directorships:**
 - Vanderbilt University Credit Union; vice president, Board of Directors and chairman of the Supervisory (Audit) Committee
 - Adventure Science Center
 - Boys and Girls Clubs of Middle Tennessee; co-chair of the Finance Committee,
 - First Tennessee Bank

Eric L. Conley

Vice President, Operations, Northwestern Memorial Hospital

“As leaders, we have to eliminate excuses and get to how we can move forward. So much time is wasted discussing why things can’t be done. Forget why we didn’t and why we can’t. Here’s the goal, let’s go after it.”

During his first business experience in healthcare, Eric Conley learned that it takes a team’s effort. Conley recounts, “I was able to work within every single unit in the health center, nurses, housekeeping, materials, the folks on the dock, the doctors. If any one piece of this whole engine is not working well, it can impact a patient’s life.”

This holistic understanding of healthcare has enabled him to build bridges among varied stakeholders to increase efficiency while improving services and expanding programs, resulting in budget savings and better market share. For example, as administrative director for Durham Regional Hospital, he led a revision of the Outreach Services programs resulting in annual savings for the hospital of \$1.75 million, while ensuring that the healthcare needs of over 600 displaced patients were met, high quality care was delivered until the closing date, and the successful transition of 95 employees.

In his current position as vice president of operations at Northwestern Memorial Hospital (NMH), an 854-bed teaching hospital employing 7,144 individuals, he oversees a total operating budget of over \$170 million and has a leadership role in the development of a 925,000 square foot ambulatory care facility in downtown Chicago. He has challenged his team to be innovative and forward-thinking as this development moves forward on-time and on-budget for its 2014 opening date.

To increase diversity at NMH, Conley encouraged the hospital to broaden their talent search, to draw from different communities and to take the time to find the best-qualified candidates. He suggested looking outside of the industry, as well as thinking like a sports talent scout.

“Be open-minded. If you give me someone who’s 6’5”, athletic, 260, whose quick, I can teach him how to run the ball. If you’re a leader on the baseball field, if you’re a leader in manufacturing, if you’re a leader on the New York Stock Exchange, you can be a leader in healthcare. The organization should be willing to say, this is a leader and we can teach them the fundamentals of healthcare.”

- Selected current board directorships:
 - Lawson House YMCA, Board of Directors
 - City of Refuge Leadership Academy, Development Board Trustee
 - Streeterville Chamber of Commerce, Board of Directors
- Member of the Oak Park River Forest High School APPLE Group, dedicated to supporting the success of African-American students and future leaders



Jeanna M. Cullins

Principal, HewittEnnisKnupp, an Aon Company

“Being smart and nice are just not enough. You have to take risks and you have to step outside of your comfort zone. If you don’t do that, you will become stagnant and you won’t be successful.”



One of Jeanna Cullin’s biggest risks was switching careers. Although she started as an attorney, she used her legal training to successfully transition into a career as a pension fund manager and then an investment consultant.

Cullins currently co-leads Hewitt EnnisKnupp’s Fiduciary Services Practice. The Practice works with boards and staffs on fiduciary education, critical issues, governance matters, policies, internal procedures, long-range planning, and related services. In addition to her role as co-lead of the Fiduciary Services Practice, Cullins manages consulting assignments for selected clients, including the \$126 billion New York State Common Retirement Fund. She is also a member of the firm’s trust and fiduciary investment management research group.

Having worked as both a pension fund executive and having advised pension funds, she is sought after as an industry expert. She explains, “I’ve

been on both sides of the equation. I know the ins and outs of how a pension fund operates, so I understand the practical, not just the theoretical.”

Cullins is a strong advocate of socially responsible investing or ESG: environmental, social, and governance investing. She believes that being responsible and being profitable are not contradictory goals. “ESG or sustainable investing is not about only doing the right thing, but those factors really add value to the bottom-line performance. So if it’s really about performance, then considering the environmental, social, and governance aspects of a corporation are essential, because without them the company doesn’t perform as well.”

Cullins believes that successful corporations also need to ensure their key talent are personally invested in the company. Providing internships or helping with student loans are some incentives, she explains. But more importantly, Cullins urges,

leaders need to create a winning work environment. “In order for corporations to be successful they cannot just talk about work/life balance, it really has to become a cultural mantra.”

- Honored with The Top Employee Benefits Consultant Award by *Risk and Insurance* magazine, 2011
- Selected current and former board memberships include:
 - WCA Metropolitan Chicago Board of Directors, Executive Committee
 - National Association of Public Pension Attorneys (NAPPA), Emeritus Board Member and member of Fiduciary and Plan Governance Committee and Investment Committee
 - National Association of Securities Professionals (NASP) Foundation.- Secretary of the Foundation’s Board of Directors

Richard Gamble

Publisher and General Manager, *Chicago Magazine*, *Chicago Home+Garden*, *Naperville Magazine*, Chicago Tribune Media Group

“I love to motivate people to perform to their best. My leadership style is participative. I get input from the team, so that they have ownership in the outcomes and decisions that are made. The wisdom of a group is best for responding to a challenge.”

The decline of newspapers has become news in itself. However, there is a bright spot locally that should not go unnoticed. Under Richard Gamble’s leadership, *Chicago Magazine*, *Chicago Home+Garden* and *Naperville Magazine* have posted a 455% profit increase since 2009.

Chicago Magazine is currently the largest city monthly magazine in the United States, enjoying a larger audience than any national or local magazine title distributed in the Chicago market. As publisher and general manager, Gamble leads the strategic direction of the organization and is responsible for content creation, production, distribution, sales, marketing, and finance, as well as its web, mobile, and social media platforms.

When Gamble assumed leadership, the organization was in turnaround mode. He restructured the business, improved quality, and increased morale (now highest ranked in an annual study). He also

grew audiences and added new revenue streams with initiatives such as the “Bring It Home” TV show and the smartKIOSK partnership, as well as by acquiring *Naperville Magazine*.

Looking through Gamble’s resume, you will see leadership roles in practically every business function. Says Gamble, “The advice I was being given was, ‘You have to choose one function and it’s a very linear path.’ I had my sights set at the top, and to do that, you need variety. You need to know sales, you need to know operations, you need to know finance and human resources.”

Prior to his current position, Gamble was vice president of operations for Chicagoland Publishing Company and, before that, publisher & general manager of *jExit!* newspaper. In fewer than 18 months at *jExit!*, Gamble grew revenue by 25% and achieved profitability for first time in the publication’s history.

Unsurprisingly, Gamble is a huge booster of our City and the diversity it offers to the business community. “Because we have people from different cultures, races and religions, Chicago positions organizations to be able to relate to people across the nation and around the world.”

- Current board directorships include a purposeful mix of, in Gamble’s words, “industry, arts and economic development”:
 - Chicagoland Chamber of Commerce
 - City and Regional Magazine Association
 - Chicago Sinfonietta, member of the Nominating Committee
 - Chicago Zoological Society / Brookfield Zoo; member of the Governing Membership / Ambassador Committee
 - Chicago Loop Alliance
 - Greater North Michigan Avenue Association



Michelle J. Gaskill

Vice President of Nursing and Clinical Operations, Advocate Trinity Hospital

“It’s not just about having the right path. It’s having the right people on the team and commitment at all levels. If you don’t have that foundation, then any performance improvement strategies you try to lay on top are really just band-aids.”



During her studies at the University of Michigan, Michelle Gaskill spent a summer shadowing a medical professional with an established career, a vice president of nursing to be precise.

Gaskill explains the value, “It opened up a whole new world. I started to understand that there’s more to health care than being a care provider, a physician, or a nurse. There’s a whole business world in health care.”

Now that it’s Gaskill with the established career, you can find her with student shadows of her own. “They shadow me in different meetings to understand what my day is like. Then we talk about this career and the passion.” She appreciates that building the next generation starts early. “I have a protégée I’ve been mentoring since she was an elementary student. Throughout that time, I helped her understand where she wanted to go, and her key strengths.”

As vice president of nursing and clinical operations, Gaskill is responsible for strategic, operational and financial performance for the Patient Care division. Her scope includes management of fourteen clinical departments, more than 500 full-time employees and a revenue budget of over \$390 million.

Under her leadership, the hospital reduced nurse agency utilization from \$2.7 million to less than \$200,000 annually. Within the emergency department, she improved efficiency as measured by a decrease in LWOTs (patients leaving without completing treatment) from 14% to the national benchmark of 2% – an improvement so notable that it was featured in the *New York Times*. She also improved patient satisfaction with nursing by over 40%.

Gaskill believes that “emotional intelligence” is a key aspect of leadership. She advises leaders to take the time to understand other peoples’ positions, “...by not necessarily just driving right to the business principles, but stepping back and incorporating the emotional piece. If you can win people over through trust and relationships, you are much more likely to get success.”

- Current board memberships include:
 - Advocate Bethany Community Health Fund Board director
 - Governors State University School of Nursing, Healthcare Advisory Board director
 - Illinois Organization of Nurse Leaders, Policy and Advocacy Committee member
 - Fresh Moves- Mobile Produce Market, Board director
- Chair of the Chief Nurse Council at Advocate Health Care
- Named as a 2010 Top 100 Under 50 Award by *Diversity MBA Magazine*

Graham C. Grady

Equity Partner, K&L Gates, LLP

“A good idea should be able to withstand the test of scrutiny by people who come at it from different perspectives.”

Upon graduating law school, Graham Grady became assistant state’s attorney in Cook County when Richard M. Daley was the state’s attorney. Says Grady, “This gave me exposure to the plight of families that face all kinds of challenges. It was very grounding.”

From there, Grady was appointed director, Private Industry Council, Mayor’s Office of Employment and Training; zoning administrator, City of Chicago; buildings commissioner, City of Chicago; and then chief executive of the Chicago Housing Authority (CHA). At the CHA, Grady was responsible for providing housing to over 28,000 families in hundreds of buildings throughout Chicago.

“Here I saw, up close, the challenges of people who had been in public housing for generation on generation. It’s given me a perspective on what’s really important in life, and that’s people.”

Now, as an equity partner at K&L Gates, Grady focuses on land use and zoning law for real estate developers, property owners, business owners and managers, education, and quasi-government, health and religious institutions. An experienced consensus builder, Grady unites developers, government officials, community, and other stakeholders. Selected high profile efforts include Navy Pier redevelopment, McCormick Place West Building expansion, and planned development for the former U.S. Steel site.

In its first-ever rankings of law firms in September, 2010, *U.S. News & World Report* ranked the Land Use & Zoning Law Practice Group of the Chicago Office of K&L Gates as one of only three firms to achieve “Tier 1” status.

Grady believes everyone has a role to play in improving the city’s neighborhoods, including the people within them. “It’s a large world. Don’t be limited by your boundaries. Even if yours is not the wealthiest, don’t feel negatively about your community. Aim high. Never allow yourself to be defined in terms of limitations that others would have for you. But maintain your sense of community and responsibility to your neighbors. Coalesce. Bring people together.”



- Selected by *Best Lawyers*, Land Use and Zoning Law in both 2010 and 2011
- Current board and community involvements include:
 - Trustee for the Chicago Zoological Society; Conservation and Education Committee
 - Board of Directors, Lloyd A. Fry Foundation
 - Chairman, African-American Legacy for the Chicago Community Trust
 - Leadership Advisory Council member for the Art Institute of Chicago; Architecture & Design Committee
- Former Director for the American Bar Foundation
- Former President of both the Bar Association Retirement Funds and Lawyers Club of Chicago

Maria C. Green

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

“It’s really important to set a tone at the top that you’re going to operate within the law and with integrity, and not simply do what you need to do to make money or be successful. This is especially true if you have a company that’s active in emerging jurisdictions.”



Maria Green joined the legal department of Illinois Tool Works (ITW), a \$16 billion diversified manufacturer with 68,000 employees in 54 countries, in 1997. Since then, she has completed more than 150 mergers and acquisitions which included a \$3.6 billion merger with Premark International as well as three other acquisitions of publicly-traded companies with revenues in excess of \$750 million.

As vice president, general counsel, and secretary, Green advises more than 600 business units worldwide on contracts, distributor agreements, anti-dumping issues, environmental issues, and the Foreign Corrupt Practices Act. Her practice also includes corporate governance, SEC filings, import/export, antitrust matters, as well as supervision of toxic tort, product liability, and employment litigation.

Prior to ITW, Green was vice president, real estate development, for CTA, general counsel of the Midwest Division of Amtrak, senior associate at a prominent D.C. law firm, and an inside attorney for Continental Illinois Bank and Trust Company. Her significant international M&A experience has shown her the importance of understanding local cultural environments.

Says Green, “Like most multi-nationals, ITW is really pushing presence in the BRIC countries, which include Brazil, Russia, India, and China. What we’re finding is the people who have diverse experience or come from a diverse background thrive much better in those environments. If you’re used to not being in the majority, then, inherently, it’s much easier to go into another country and observe and learn what you need to be successful there.”

She knows that when she enters into a room, she, too, is being judged. “As a woman of color, I find people have already made a whole set of assumptions based on the way you look and where you come from.” She responds with unwavering integrity and the ability to listen. “It is important they know you are there because you really want to understand and not to impose fiat. This changes the extent to which others are willing to work with you.”

- Current and past board affiliations include:
 - DuSable Museum of African-American History; Board of Trustees, 2007 – Present
 - Jack and Jill of America, Chicago Chapter; Board of Directors, 2005 – 2007
- Sunday School teacher at St. Mark Lutheran Church since 2003
- Member of The Links, Incorporated, which is committed to the culture and economic survival of African-Americans and other persons of African ancestry
- Green has also been an adjunct professor at the John Marshall School of Law in Chicago, Illinois

Brett J. Hart

Senior Vice President, General Counsel & Corporate Secretary, United Continental Holdings, Inc.

“The most significant opportunities of growth in my career have been when I’ve embraced risk and the next big challenge.”

Brett Hart is responsible for managing the global legal operations for the world’s largest airline.

United Continental Holdings, the holding company for United Airlines and Continental Airlines, has more than 80,000 employees and operates approximately 5,800 flights each day throughout the Americas, Europe, and Asia.

Reporting to the CEO, Hart is a member of the senior management team and the senior most African-American and person of color in the company.

The size of his role is mirrored by its urgency. Hart explains, “We operate in a global market where, within a 24-hour business cycle, something that occurs halfway around the world could have a tremendous impact on your business, and possibly your business model.”

Hart advises that leaders plan for constant change. “What’s really critical is to identify and proactively

think about how to respond to and mitigate potential risks on a global basis.” He also advises avoiding the temptation to simply react when issues do arise. “In every crisis there’s still an opportunity to achieve the best case outcome. This requires taking a step back to assess the situation and coming up with a clear game plan for getting there.”

Formerly, Hart was executive vice president and general counsel at Sara Lee Corporation, responsible for managing their global legal operations and a staff of 145 people in 19 countries. At Sara Lee, he was the senior most person of color, a member of the senior management team, and reported directly to the CEO.

Hart is a visible proponent of building a diverse talent pipeline. “When leadership development is part of the DNA of an organization then it’s part of the way leaders in the organization embrace their roles. To really keep and take advantage of talent,

it has to be clear that people are moving through the pipeline and establishing careers at all levels, including the C-suite.”

- Currently on the Board of Trustees of the following organizations:
 - John G. Shedd Aquarium
 - Children’s Memorial Hospital
 - Goodman Theatre
- While at Sara Lee, Hart chaired Disclosure and Due Diligence Committee reviews of quarterly securities filings, SOX and NYSE compliance, and Sect. 16 and Reg FD compliance
- Formerly Counsel in the U.S. Department of the Treasury where he advised general counsel on major litigation with emphasis on cases pending before the U.S. Supreme Court



Ahmad Islam

Co-Founder and Managing Partner, commonground

“When I commit and make myself a part of something, my goal is to not only be the best that I can be, but also to ensure that I’m a catalyst to the team.”

Ahmad Islam and co-founder Sherman Wright both left executive positions at prominent Chicago agencies to address what they call the “new marketplace – a diverse and dynamic landscape comprised of the traditionally defined general market and a rapidly evolving multicultural consumer population.”

Islam elaborates, “Beyond being the right thing to do, diversity ultimately impacts the bottom line. As the world continues to evolve, companies that struggle to embrace diversity will also struggle to be successful from a business standpoint.”

Headquartered in Chicago and with offices in Atlanta and Houston, commonground is an award winning, MBE-certified, marketing agency with a client list that includes The Coca-Cola Company, Bacardi, MillerCoors, Wrigley’s, and Nike. In the past seven years, Islam and Wright grew the agency from start-up to over \$13M in revenue.

As managing partner, Islam’s duties include P&L, high-level strategy, business development, and managing and developing the agency’s more than 40 full-time staff members.

Prior to commonground, Islam was vice president, account director, at Leo Burnett, headquartered in Chicago, managing the U.S. Army Business with annual billings over \$500 million. He served as key liaison between agency management and U.S. government lawmakers/generals. Before Leo Burnett, Islam held senior positions at Campbell Mithun and Nike.

“The balance of the seven plus years as an entrepreneur combined with the ten plus years working for well-established brands gives me a unique perspective. I understand what is necessary to manage politics, people, and process to ultimately be successful in a corporate environment. I also have significant experience as an entrepreneur,

building a company from the ground up when people in my industry are not only struggling to be profitable, but are closing their doors.”

- Recognized by *Crain’s Chicago Business Magazine* 40 Under 40 in 2009
- Board directorships include:
 - Congo Square Theatre; chairman, Marketing Committee
 - Autism Speaks; Sponsorship Committee
- In 2010, *Inc. Magazine* recognized commonground as one of the country’s fastest growing privately-owned companies
- A recent example of commonground’s work is “Cold Challenge,” a television commercial for Coors Light featuring rapper Ice Cube



Nicole Johnson-Scales

Senior Vice President, Community Development, Fifth Third Bank

“Leadership is inspiring others to grow.”



The Community Reinvestment Act (CRA) is a federal law designed to encourage banks to meet the borrowing needs of all segments of their communities, including lower income and minority neighborhoods. While other bank executives might view CRA as strictly compliance, Nicole Johnson-Scales, a 15-year veteran of the financial services industry, sees equitable lending as part of a greater goal and one that directly impacts the bank's relationship to its constituents and its bottom line.

As part of its corporate responsibility efforts, Fifth Third Bank has a Community Advisory Board designed to allow key influencers to weigh in on the bank's community efforts. When Johnson-Scales became head of Community Development, she immediately set out to improve the board's overall effectiveness. Says Johnson-Scales, “I launched a strategic planning process to identify key areas of focus. Now dialogue is more meaningful and there is a great improvement in the measurement of our efforts.”

She also aligned charitable giving efforts with the needs of the community and the bank. “I implemented new reporting and assessment processes to better understand the impact of our giving, and to hold our employees and nonprofit partners accountable for how the dollars are used.”

As senior vice president, community development, Johnson-Scales manages the bank's community development specialists, who are charged with creating and maintaining meaningful relationships within the community, acting as internal and external interfaces for charitable requests, and CRA data compilation. A member of the executive management team reporting to the affiliate's CEO, Johnson-Scales participates in monthly P&L reviews for the affiliate as a whole as well as for the bank's individual lines of business.

Prior to joining Fifth Third, Johnson-Scales held several positions within the retail side of banking

involving risk management, including having served as a relationship manager at Citibank. This experience lends to her bottom-line approach to corporate responsibility. “The board and corporation have to be fiscally responsible. Because lives are impacted by decisions that are made, it's important for leaders to evaluate risk as well as the impact that it has.”

- Board Director for Women Employed and YWCA
- Serves on the African-American Leadership Roundtable
- Selected volunteer efforts, include:
 - ACT-SO, which encourages African-American high school students to compete in academic Olympics
 - Catholic Charities Transitional Program, where she mentored a single mother transitioning from homelessness to self sufficiency
- Leads Fifth Third Banks' Minority Student Awareness Program

Aylwin B. Lewis

President and Chief Executive Officer, Potbelly Sandwich Works

“In the global economy, the stakes are higher. It’s a knowledge culture. Services, business support, moving and managing money, managing knowledge and information, and creating businesses, that’s where the opportunities are.”



Aylwin Lewis sees his service on the boards of companies like Walt Disney and Halliburton as opportunities to have impact and for personal growth.

“Outside of integrity and transparency, the ability to learn a new business so you can contribute is the essence of what will make you a good board member. I meet with people in the company to understand the business model, innovation, and key things that drive strategy. I call it having mental skin in the game. It provides development; because there are fewer places you can go and learn when you become a CEO.”

In June of 2008, Aylwin Lewis became president and chief executive officer of Potbelly Sandwich Works, a Chicago-based restaurant chain with more than 200 stores in 14 states.

Lewis began his career in an unexpected way. After he completed a double major in English and business administration, he was accepted into graduate school and was ready to pursue a Ph.D. in English. He took a management training position at Jack in the Box to augment a fellowship where he discovered his passion, and never went back. He spent the next 10 years with Jack in the Box and the following 13 with PepsiCo restaurants. When Lewis left there in 2004, he was second in command, serving as chief multibranding and chief operating officer of YUM! Brands, Inc., a franchisor and licensor of quick service restaurants including KFC, Long John Silver’s, Pizza Hut, Taco Bell, and A&W.

Mr. Lewis, then served as chief executive officer and president of Sears Holdings, a corporation created by the successful merger of Kmart and Sears.

Leading Potbelly, he feels today as he did when he first entered food service, “I absolutely fell in love with the business. I saw the industry as a way for people who were neglected by society to participate in the American dream through education and hard work, and that was really appealing to me.”

- **Current and former board involvements:**
 - Board Director for The Walt Disney Company (since 2004)
 - Trustee of Rush University Medical Center (since 2009)
 - Former director of the Halliburton Company (2001-2005)

Deborah Liverett

Senior Vice President, Director of Community Affairs, Northern Trust

“My purpose is to inspire and educate people. I understand how to convert people’s passion into concrete objectives that can fulfill the mission of an organization.”

As senior vice president and director of community affairs, Deborah Liverett is responsible for the philanthropic arm of Northern Trust, with an annual budget of \$14 million. Under Liverett since 2006, Northern Trust Charitable Giving has contributed over \$63 million to those most affected by the economic downturn, particularly in Chicago. She has also increased their annual grant submissions from an average of 90 to an average of 225-300.

In her 18 years with Northern Trust, Liverett has always been focused on people, starting with her first position in human resources. In her current role, she has been instrumental in restructuring the Charitable Trust, developing company strategy for dealing with the financial crisis, and establishing disaster giving programs. As Northern continuously broadens its global footprint, she is identifying the biggest needs of people in those communities in which Northern is locating and outlining the expansion to align with strategic business goals.

Liverett’s global perspective is in harmony with the Northern philosophy of moving successful employees to different areas, to stretch them and help them develop their talents with global assignments. She also sees nonprofit activities as a way for individuals to develop leadership skills, and to help Northern create a leadership pipeline. “I work with rising stars at Northern. I find out what they’re passionate about, and I put them on nonprofit boards or in volunteer activities that will then develop them and develop their skill sets.”

“As we help people grow, they can go out into the world whole and healthy doing things that they love able to coach the next person to do new and important things.”

- Current and former board participation:
 - Rainbows for All Children – Board Trustee 2009-present
 - Bottomless Closet Board vice president in 1995 and 2004, and board secretary in 2005
 - Kalamazoo Consultation Center – Board director, Personnel Committee
 - Metropolitan Kalamazoo Jack & Jill – Founding President 1989-1990
 - Co-lead for the Global Philanthropist Group housed by the Donors Forum in 2011
- An entrepreneur of a new business, Live Life Coaching, is a contributing columnist to Motivational Moments on-line, and is currently publishing a book
- Received the 2011 Association of Fundraising Professionals (AFP) Professional Grantor Award
- Received Northern’s Chairman’s Diversity Award in 2010 and Signature Service Medallion in Management/Leadership in 2009



Eddie P. Lou

Chief Executive Officer, Shiftgig; Partner, JEL

“The best companies have a strategy for positioning people with different skill sets to bring cross-functional experience, as well as diversity, into their management teams.”



Eddie P. Lou is an established entrepreneur and venture capitalist with the skills necessary to identify market needs and customer-orientated solutions and aggregate the team and resources to address them. He's proving so again this year with the launch of a web-based searching and matching service, Shiftgig, that allows candidates and businesses to find each other more efficiently and effectively. Lou is serving as chief executive officer of the startup.

Since 2001, he has been a general partner with OCA Ventures, an early stage venture capital firm with \$90 million in assets under management. Prior to OCA Ventures, Eddie was CEO and founder of PlanetHVAC, a business-to-business software and service provider to HVAC companies. Lou has more than fourteen years experience in finance and operations in the U.S. and Asia, including managing an equity derivative portfolio of over \$100 million at the W. I. Carr subsidiary of Credit Agricole Indosuez.

Prior to that, Lou was able to use his combined technical skills as an engineer with his MBA business experience to move a \$380 million manufacturing division of Emerson Electric to Hong Kong. Taking the lead on high exposure projects across different functions, such as purchasing, sales, hiring, and strategic planning, he managed the expansion as if he were the CEO of a start-up or a corporate 'intreprenuer.' The ability to work with different teams and different people, both people that reported to me and people that were more senior than me, was a great initial experience.”

In addition to his corporate work and his active participation on numerous boards, Lou is the co-founder and director of Urban Students Empowered Foundation, a nonprofit that enables low-income CPS high school students to enroll and persist in college. “As a board member, I have a high interest in social impact governance. The younger generation today has a huge interest in doing social good as well as making a financial profit.” In just three years, 'US Empowered' grew from 7 students at 1 school to 575 students in 15 CPS high schools.

- On the Board of Advisors to the Olin School Entrepreneurship Program and the DePaul Coleman Entrepreneurship Council
- Board of Director roles (past and present) include:
 - Corporate:*
 - White Rodgers Xiamen China (1996-1998)
 - PlanetHVAC (1999-2001)
 - National Billing Partners (2010-Present)
 - Red Foundry (2010-2011)
 - Campus Explorer (2009-2011)
 - Brill Street (2008-2011)
 - Alert Logic (2005-2011)
 - Nonprofit:*
 - Urban Students Empowered (2003-Present)

Wilfred J. Lucas

President, The W. Lucas Group, Inc.

“Pick the right people for the right job and trust them to do it.”

In 2002, Wilfred Lucas founded W. Lucas Group, Inc., an executive coaching organization focused on helping business leaders achieve career success by mastering the corporate environment.” The company client list includes national and global companies in banking, insurance, government, healthcare, and consulting/accounting, with names such as Harris Bank, Deloitte, CISCO, Federal Reserve Bank of Chicago, ITW, McDonald’s, Blue Cross Blue Shield of Illinois, and Coca-Cola. As president, Lucas is responsible for the overall growth and profitability of the company.

Previously he ran a division of Allegiance Healthcare Inc. when it was spun off from Baxter Healthcare Corporation. As vice president and general manager of its Dealer Management Group, Lucas directed 107 sales and operations personnel. During a space of two years, he reorganized their sales organization to focus on key accounts, doubling sales from \$150 million to \$300 million, and increased cash flow

by more than \$800,000 by reducing ‘days sales outstanding’ (DSO) from 60 days to 30 days.

Now, having accumulated more than 30 years of manufacturing and sales experience, Lucas uses his expertise to help others become better leaders. “I’ve run businesses, at the middle management level as well as the senior management level. I’ve had successes and I’ve had failures. I tell my clients, I have been where you are. Also, I listen very carefully to them and build the level of trust, which helps me understand where their issues are and where they are going.”

As an executive coach, Lucas emphasizes having an appreciation for diversity of perspective, an idea he implemented as the vice president of diversity management at Baxter Healthcare where he formalized management accountability, introduced diversity training, and increased purchases with minority and woman-owned businesses from \$30 million to \$150

million. “Talent is found in a lot of places. A good leader should be able to build capability with a diverse group of people, regardless of where they are in the world, ethnicity, gender, complexion, or life-style.” Leaders also need to empower their teams to disagree, asserts Lucas. “Failure to listen to that dissenting opinion can be one’s downfall.”

- **Current and former board involvements:**
 - Board director and chairman of the Nominating and Education Committees at Rosalind Franklin University School of Medicine
 - Mt. Sinai Health System Board director (1988 to 2001)
 - Board director, Mt. Sinai Community Institute (1996 – 2001), serving as chairman (1998-2000) and vice chairman (1996-1997)
 - National Minority Supplier Development Council Board director (1988-1991)
 - President of the Chessman Club of the North Shore, Inc. (2006-2008)



Maribel Mata Benedict

Partner, Katten Muchin Rosenman LLP

“Having a diverse board is the greatest weapon for strategic direction.”

A partner in the public finance practice at Katten Muchin Rosenman LLP, Maribel Mata Benedict works on tax-exempt and taxable financings for municipalities, other governmental units, and governmental agencies, as well as health care facilities, educational institutions and other nonprofit organizations in the United States. She represented underwriters and bond issuers in the capacity of co-bond counsel and co-underwriter counsel in approximately \$2.4 billion in bond, tender note and tax anticipation warrant financing transactions.

Mata Benedict began her legal career as a sole practitioner in the Latina-owned law firm she established in 1994. The Law Office of Maribel Mata Benedict had a primarily Hispanic client base, providing legal services in a variety of areas.

As a first generation Mexican-American growing up on Chicago's South Side, and the first in her family to attend college, Mata Benedict credits

the neighborhood with encouraging her to start a private practice. Mata Benedict explains, “There were people in my community who said, ‘We need a lawyer to take care of our Hispanic community here in Logan Square.’ That meant a lot to me.”

In 2006, she accepted a partnership at Katten. It was a difficult decision to give up her business. “Having served with Katten’s public finance attorneys, I respected them. I knew they would provide me with the challenging opportunities I needed to learn and grow.”

Though she practices at a large, downtown law firm, Mata Benedict continues to lend her skills and time to local communities. She led the development of free after-school and evening community learning centers in local schools that provide ESL and GED education for adults. She also helps with community organizing, providing guidance on how to work with government agencies to advocate for

local issues. “As someone who is a professional, Hispanic, and from the neighborhood, I can be a resource to the community. If you want to look at it from a business perspective, I’m very familiar with what’s important to this demographic, what this demographic likes, and what this demographic expects from the business community.”

- Selected as one of the “100 Influentials” in 2010 by *Hispanic Business* magazine
- Currently a Board director for Providence St. Mel School
- Regularly serves as a speaker and student liaison for high school students participating in the Corporate Internship Program and in the Chicago Summer Business Institute



Anthony R. McCain

Vice President, Field Operations, Nicor Gas

“Talent is no different than any other investment you make. Absent of developing your talent pool, you are limiting your ability to grow your organization.”



As vice president field operations, Anthony McCain is responsible for the executive management of the utility's distribution operations, that is, the pipelines that deliver natural gas to the customers. He has direct oversight for financial management, compliance, operating results, and the safety and development of more than 700 employees.

In his 25 years at Nicor Gas, McCain has held fourteen different positions.

McCain joined Nicor as a supervisor in computer operations and, since then, has held supervisory roles in customer service, maintenance, sales, operations, and energy delivery. Immediately prior to his current role, McCain was vice president distribution.

He believes this provides him with an invaluable depth of understanding. McCain explains, “I’ve had to go from A, B, C, to Z. So I had those touch points that have made me well-rounded. If I had skipped

some of those touch points, I would have lost some industry knowledge or corporate intelligence.”

In addition to his day-to-day responsibilities, McCain serves on numerous committees at Nicor Gas, including the Capital Management Team, which oversees the company's capital expenditures, and Ethics Committee.

“Leadership starts with accountability, responsibility, and doing the right thing. It's about setting clear expectations and holding people accountable for the execution and delivery of those expectations.”

McCain fully appreciates that it takes a team to make a leader, especially a leader of color. “Developing as a minority, I often felt that I wasn't ‘in the know.’ If not for mentors that helped me understand the political dynamics and how to pull together the right relationships to stay connected to the right issues, I probably would have made more mistakes.”

McCain's board experience mirrors his career. “I've led a national board. I've led a local board. I've been involved in every kind of committee you can imagine. My diverse background and range of experiences offer insight and support in terms of engagement at the board level.”

- Current board participation includes:
 - American Association of Blacks in Energy; Advisory Board
 - Boys and Girls Club of Naperville; Board of Directors
 - Junior Achievement Will County; Board of Directors
 - Midwest Energy Association; Board of Directors, chairman 2009
 - Voices for Illinois Children; Board of Directors
- Serves as the officer sponsoring En Rapport, Nicor's African-American employee resource group
- Leadership of Greater Chicago Fellow

Henry J. Munez

Managing Director – Commercial Banking, BMO Harris Bank N.A.

“Hard work is not enough; it’s about execution. It’s about doing what you said you’d do. And using your diversity in the right way, at the right time.”



Managing Director – Commercial Banking Henry Munez leads one of the fastest growing segments at BMO Harris Bank. His team has been recognized as the highest performing team during the past two years in the Commercial Mid-Market Banking group. His role is to build strategic banking partnerships with commercial enterprises by providing financing strategies that lead to increased stakeholder value.

Munez is known for his combination of “big picture” thinking, analytical ability, and strong interpersonal skills. While it’s noteworthy to find these three traits in a single individual, Munez believes it’s important as an Asian-American to lead by example.

He says, “When I first began working at former employer ABN-AMRO LaSalle Bank, a lot of the folks of my ethnicity were in the back office doing operational work. They were hard-working and well-respected, but not client-facing, and not necessarily leaders that made a strategic impact on the organization. I took that as a challenge.” Munez rose to be LaSalle’s first Asian-American senior vice president on the commercial side and the first Asian-American to lead a client-facing team.

While at ABN-AMRO LaSalle, Munez also launched their New York institutional real estate team. When they recognized a need to provide more timely credit decisions on a global capacity, he led the creation of an off-shoring initiative for standard analytics, including candidate hiring and training.

Munez can recount other personal ‘firsts,’ yet prefers to focus more on collaboration. “A leader can’t be an island. You can’t think you can do it yourself. Leaders need advocates in place and to seek guidance from mentors and peers.” He brings his belief in collaborative networking to his many board roles. “It’s about making connections from one group that could be helpful to another group. Not only in terms of networks of people, but connecting folks in order to drive an effort.”

- Current board directorships include:
 - Boys Hope Girls Hope of Illinois, chairman
 - Chicago Youth Symphony Orchestra, Executive Board, vice chairman
 - National Kidney Foundation of Illinois – director (2008-Present)
- Serves on the Finance Committee for the Chicago-China Economic Development Center
- Formerly served on the Boys and Girls Clubs of Chicago Associate Board; vice chair (2000-2002), director (1997-2003)
- Received the Chairman’s Award from the Boys and Girls Clubs of Chicago in 1999

Luis Nuñez, Ph.D.

Chief Technology Officer, BioTarget

“The summation of your failures is what leads to your success.”

Luis Nuñez is the co-founder and technical lead for two start-up nanotechnology-based medical devices companies that will revolutionize future patient care. *Nanovogue* uses stem cells and nanostructured scaffold to accelerate regeneration from acute or chronic burn injuries. *BioTarget* uses nanoparticles to selectively deliver drug and therapeutic payloads to specific cells or tissues in the body.

As a child in Humboldt Park, Nuñez was being influenced by gangs and performing poorly in school. His parents sent him to Puerto Rico to provide a more positive environment where Nuñez excelled at science and math.

After graduating from University of Puerto Rico at Mayagüez, Nuñez was selected as a participant in an undergraduate research program at Argonne National Laboratory (ANL) and was provided a full fellowship for his graduate studies.

Nuñez led a successful 20-year career at ANL as both a scientist and an executive officer. He eventually

came to hold the third highest management position, deputy associate laboratory director (DALD) for the basic physical, biological, & computing sciences (PBCS) and served as the lab's primary spokesperson at ANL. The directorate consisted of over 1000 staff members and a \$250 million annual budget. The lab had an annual budget of \$450 million. While there, he focused on start-up companies in the medical and nanotechnology fields and was also advisor to the Department of Energy; leading and handling the technical negotiations for some of the most complex and important R&D programs for the country. Nuñez provides an example, “I was involved in technical preparations for negotiations with a group of ten countries responsible to lay the policy and economical groundwork for the fourth generation nuclear reactor.”

It is a priority to increase the participation of U.S. students in science and engineering to maintain future U.S. competitiveness. Nuñez takes a lead here as well. “I personally see this as a mandate to

increase the participation of people of color in science, engineering, and business careers.”

Having mentored over 50 graduate and undergraduate students at universities from MIT to Chicago community colleges, he can also often be found lecturing to schoolchildren, especially in minority neighborhoods. “To show them that they, too, could one day become a scientist and a businessperson, and that their dreams can be limitless.”

- Selected current board participation:
 - Nanovogue; Board chairman
 - BioTarget; Board secretary
 - Illinois Mathematics and Science Academy; appointment by the Governor of Illinois, presently trustee, formerly board chairman
 - Fund Board for Advancement, Illinois Mathematics and Science Academy; Liaison member, responsible for improved interactions between IMSA Boards
- Co-founder of Immigration PAC, a political action committee organized to provide a socially acceptable pathway for dealing with immigration issues



Gerald L. Pauling II

Equity Partner, Seyfarth Shaw LLP

“At the board level, you need to call it like you see it and you need to know how to communicate your position, whether you’re agreeing or disagreeing with the rest of the board.”

Since early 2009, Pauling has served as chairman of one of Seyfarth Shaw’s largest practice groups, the Chicago Office Labor and Employment practice, leading a team of more than 100 attorneys. His practice group accounts for approximately 15% of the entire firm’s revenue. In addition, Pauling serves as chairman of the Chicago Office Hiring Committee and is co-chairman of the firm’s National Diversity Action Team.

Given that African-Americans make up less than 2% of the equity partner ranks in law firms nationally, and that an even smaller percentage of African-Americans hold leadership positions in major law firms like Seyfarth Shaw, Gerald’s accomplishments are extraordinary. He believes the mentoring he received contributed to his rapid advancement. Pauling explains, “People reached out to me and made sure I had opportunities to work on important cases and that I had the opportunity to grapple with significant issues on my own.”

As a leader at Seyfarth Shaw, he is committed to perpetuating mentorship, and is determined to give rising leaders the same development and visibility opportunity he was afforded. One of his mentees describes part of Pauling’s strategy as follows, “Gerald requires each attorney staffed on his teams to develop a distinct subject matter expertise in each case. The result: no team member is expendable. Gerald also takes an egalitarian approach, encouraging attorneys on every level to participate in the development of case strategies.”

Pauling fully appreciates the value of leadership development for the lawyers as well as the firm. “One way for organizations to be good stewards is by developing effective leaders, because organizations only go as far as their leadership can take them.”

Pauling also helps the city’s children in his service as board chair to Teen Living Programs, a nationally recognized youth services agency that helps homeless youth achieve self-sufficiency and community

connection. Pauling has recruited more than ten members to the Teen Living board during his tenure, and launched a successful \$2 million capital campaign to build a state-of-the-art facility on Chicago’s South Side.

- Selected Board participation includes:
 - Board chairman, Teen Living Programs
 - Board member, Jackson Park Hospital Foundation
 - Advisory Board member, National Association of African-Americans in Human Resources
- Through Seyfarth Shaw, Pauling participates in “Street Law,” a national outreach program to introduce minority youth to the legal profession.
- Pauling’s success has won him recognition as an *Illinois Super Lawyer*, a “40 Under Forty to Watch” in a 2006 *Law Bulletin* and as one of the “Top 100 Diverse Executive & Emerging Leaders Under 50” by *Diversity MBA Magazine*.
- A Leadership Greater Chicago Fellow



Cheryl Pearson-McNeil

Senior Vice President Public Affairs and Government Relations, Nielsen

“As we focus on how to adapt to the changing population, it is important we don’t choose one diverse group at the exclusion of another.”

Early in her career at her first job, Cheryl Pearson-McNeil received the highest review and a promotion awarded by her employer. After being congratulated on her success, to the astonishment of her co-workers, she announced she was quitting. Pearson-McNeil recalls, “If I can do this for something I feel just okay about, imagine what I can do when I really have a passion.”

Now she brings that talent and passion to her work as senior vice president of Public Affairs and Government Relations for The Nielsen Company, a department she developed and established when she joined the company in 2004. Pearson-McNeil holds responsibility for widening the scope of the company’s government, community, and corporate social responsibility programs well as their philanthropic commitment to multicultural communities, nationally, regionally, and locally.

Pearson-McNeil uses her talents as a problem solver and consensus builder to help reach out to diverse communities and ensure they are reflected in the company’s practices. She has maintained a commitment to using diverse suppliers, including retaining the three multicultural advertising agencies retained to keep Nielsen visible in multicultural media outlets.

Pearson-McNeil co-manages the African-American Advisory Council and the Asian Pacific-American Advisory Council, and she was one of the founding leaders of the company’s African-American Employee Resource Group. She is responsible for leading Nielsen’s multi-million dollar multicultural advertising strategy to help promote consumer engagement in the company’s research panels, studies, and samples among people of color. Nationally, working with her co-leaders and Corporate Public Affairs team, Pearson-McNeil has unceasingly remained engaged with civil rights and social justice organizations in the Hispanic, African-American, and Asian communities.

“I’ve worked for nonprofit organizations and I’ve worked for corporate America, so I know what the concerns are on both sides of the table. I try to take that experience and see where the company can incorporate it in an innovative way, so that it will positively impact the bottom line.”

- Current board directorships include:
 - Museum of Broadcast and Communications
 - Chicago Children’s Advocacy Center
- Mentor for the University of Chicago’s Harris School for Public Policy program
- Recipient of The Alpha Phi Alpha Fraternity Inc. 2010 John H. Johnson award for Journalism & Publishing



Jeffery S. Perry

Americas Operational Transaction Services Practice Leader, Ernst & Young LLP

“It’s not important to prioritize your schedule; it’s important to schedule your priorities.”



As vice chair of their National Board of Directors, Jeffery Perry was actively involved in the selection of a new CEO for INROADS, the nation’s largest nonprofit source of paid internships for diverse youth. Two decades prior, he participated in the program as a high school student and college undergraduate.

Now Perry leads the Ernst & Young Operational Transaction Services (OTS) practice within the Transaction Advisory Services (TAS) in the Americas at the firm and drives global OTS capabilities in Europe and Asia/Pacific. OTS is on pace to grow 45% this year.

Perry also serves on the Ernst & Young U.S. Executive Board, which oversees partner-related matters and other strategic decisions.

Prior to joining Ernst & Young, Perry was vice president in the Strategy Practice of A.T. Kearney, leading their merger integration service offering across North America.

He believes that moving from a successful position at A.T. Kearney to his present firm is an example of seeing opportunity where others see risk. Says Perry, “At A.T. Kearney I had an established career and network. Why would I leave? It was an opportunity to have a bigger impact on business and on clients.”

He also saw it as a chance to show the value of diverse perspectives and cultural differences to a new audience. This is also the reason he joined Winter Club of Lake Forest and Exmoor Country Club of Highland Park. Notably, Exmoor Country Club was founded in 1896 and, in 2009, Jeffery was the first African-American invited to join the club.

Perry believes his career and board successes are due to the many challenges he was able to face and surmount. “It was very helpful to have a broad range of experiences. That landscape really prepared me to deal with the variety of issues I face on a daily basis.”

- Board director, Chicago Children’s Museum (CCM); Community Connections Committee chairman and Executive Committee member (2002-present)
- Vice chairman of the National Board of Directors, Executive Committee, and alumnus, INROADS Inc.
- Board director, Boys & Girls Club of Chicago
- Former vice president of the Martin Luther King Jr. Boys & Girls Club Board.

Kitty Pon

President, Pactrans Air & Sea, Inc.

“There is a social responsibility individually, and for corporations, to develop and mentor the next generation of leaders.”



Kitty Pon is president of Pactrans Air & Sea, Inc., a logistics company and global freight and import forwarder that she founded in 1991.

Previously, Pon worked as a general manager at Super Air Express, where her responsibilities included identifying and analyzing market trends, contract and rate negotiations, directing and coordinating transportation, managing warehousing and distribution services, as well as developing the company's budget. In addition, she recruited and hired employees, administering their annual job performance evaluations. This experience in managing the many different facets of a global freight and logistics company provided her with the foundation necessary to run her own enterprise.

Her expertise in building relationships in Asia and handling operations for an international enterprise, has also helped make her a leader in

opening up business opportunities in China.

Building on her own partnerships with Asian businesses, she uses her invaluable network of suppliers and vendors in Asian markets to help other minority business owners to develop relationships overseas. In December of 2009, she led a delegation to China for the Minority Business Development Agency (MBDA). Pactrans has a memo of understanding with MBDA to provide China Business Discovery services for minority-owned businesses serviced by MBDA, educating these business owners about the opportunities in China. She will also be hosting MBDA's Globalization event at her facility in March 2011.

Pon is also a sponsor and organizer for Minority Enterprise Development (MED) Week in Chicago and Washington, D.C. MED Week was developed to connect firms of scale with minority firms that can effectively service procurement contracts.

Says Pon, “Chicago is rich in diversity and uniquely positioned to create opportunity for minority small business owners to expand their business into the global arena.”

Active in fundraising and awareness events in the Chinese-American community, Pon is a board member for several Chinese-American organizations, and in 2010, Pactrans established the “Alex & Kitty Pon” scholarship fund for Asian-American students.

- Board director of the Chicago Minority Supplier Development Council
- Advisory Board member of the Organization of Chinese-Americans
- Supporter of the Midwest Asian Health Association (MAHA)

Cheryl B. Richardson, Ph.D.

President and Chief Executive Officer, CBR Consulting, LLC

“Don’t paint people with a broad brush. Look for the good in everyone and take time to understand where they are coming from. Learning more about other individuals will make you a better person.”

Cheryl Richardson is president of CBR Consulting, LLC, a consulting firm specializing in human resources, diversity, strategic planning, and operational development services, which she launched in 2002.

She counsels, “As a leader you’ve got to be ahead of the curve. One of the things I do is read voraciously. That way I can identify the trends that will impact organizations and their people, and am able to provide that insight to my clients.”

Prior to founding CBR, Richardson had more than 25 years experience in the human resources and organization development areas, working in the U.S. and Asia for Fortune 500 companies such as Johnson & Johnson and McDonald’s Corporation.

In 2000, as the human resources leader for a \$3.4 billion dollar division of McDonalds, Richardson decided to organize a global forum on staffing and retention. Her goal was to develop best practices and unify the various approaches being used in

different countries. The forum had no budget and little support, yet the event was a success, attracting 300 participants as well as the CEO of McDonalds, who asked to appear on the program. “I learned you shouldn’t listen to the first ‘no.’ Persevere in what you truly believe is the right thing to do.”

During her tenure as director, human resources for McDonald’s Corporation Asia Pacific, her U.S. human resources field group was recognized for its outstanding results for achieving 100% customer satisfaction rating from customers serviced in Indonesia, Malaysia, Hong Kong, Thailand, Philippines, Korea, Singapore, and Macau.

A proponent of one-to-one relationships (she has been sending out birthday and anniversary cards to her network connections for more 40 years), Richardson is more than willing to put her money where her mouth is. Over the past six years, Richardson has awarded the Dr. Cheryl B. Richardson Annual

Scholarship to an African-American woman from the inner city of Chicago who has been admitted to Benedictine University and had financial need. For the 2010-2011 school year, two such scholarships were awarded.

- Certified as Federal EEO Investigator/Specialist and to conduct assessments in Myers-Briggs and PDI 360
- A Leadership Management Institute (LMI) certified coach
- Select current and former board directorships:
 - Vice president, Board of Managers for the Dr. Martin Luther King, Jr. Boys & Girls Club of Chicago, Board member since 1990
 - North Lawndale Community Arts Center – Board member (2009-2010)
 - Community Career Center – Board member (2004-2010), president (2008-2009), vice president (2007-2008)
- Received in 2006 the “Influential Women in Business” award from the *Business Ledger* and National Association of Women Business Owners (NAWBO)



Lac V. Tran

Senior Vice President, Chief Information Officer, Rush University Medical Center; Associate Dean for Information Technology, Rush University

“People look at the top, the board level, to determine whether we mean business or not. If they see a picture that is not really a diverse group, then they are going to doubt your intentions to drive towards inclusion.”

Presently, at Rush University Medical Center, Lac Tran oversees an annual budget of \$90 million and a staff over 200 as the senior vice president, chief information officer. He also serves as the associate dean for information technology at Rush University. He is their representative on all national healthcare IT initiatives and an advisor to numerous international academic medical centers.

Author of four books (Aspatore Books) and more than 150 articles, Tran is an untiring advocate for ensuring a diverse pipeline of IT professionals.

Larry J. Goodman, M.D., chief executive officer, Rush University Medical Center, and president Rush University, states, “Since he emigrated from South Vietnam in May 1976 using a boat that he and his colleagues had constructed, Lac Tran has demonstrated outstanding leadership, talent, innovative spirit, and compassion for others. We are fortunate that he has brought these qualities to information technology development in healthcare, to the U.S. Armed Forces, to the communities where he has lived, and especially to Rush.”

Following the fall of Saigon, the Vietnamese government treated former officers like Tran extremely poorly. Says Tran, “They put us in a camp for brainwashing basically, so that forced a lot of us to leave. I was one of the first boat people.”

Within four years of entering the United States, Tran was a Research scientist/computer scientist for the University of Dayton Research Institute, where he managed a \$10 million contract for the U.S. Air Force Human Research Laboratory and NASA. As part of that project, Tran and his team established the first tele-video-conferencing-briefing system for the Air Force and the data analytics program which collected the vital signs of pilots and astronauts during long-flight missions.

His career highlights between then and now include serving as Department of Defense (DoD) advisor for all national healthcare IT-related initiatives, being a major force behind the first digital medical school library in NY, and leading the development of the first “digital dog tag,” for the DoD. That is embedding electronic medical records on optical cards for deployed military personnel.

- Received the Commander-in-Chief's Excellence Award from President George H. W. Bush (January, 1990) for leadership in the design and development of special health related IT projects for the Department of Defense
- Board director for Illinois Technology Foundation
- Chairman of the Healthcare Illinois CIO Exchange Program
- Recognized as Outstanding CIO of the Year 1996-2004 from the Healthcare Information and Management Systems Society



Mabel C. Tung

Senior Vice President, Northern Trust

“We must remember wherever we arrive and however we get here; it is because other people have given us a chance.”



A Sovereign Wealth Fund (SWF) is a pool of assets, such as cash, stocks, bonds, property, and natural resources, used for investment purposes. A key goal of an SWF is to diversify the revenue streams of a nation.

Mabel Tung elaborates, “Politically, countries realize they need to grow their resources, so what they do is create these funds that are like pension plans, but there are no liabilities. Also unlike pension funds, where people take money out, sovereign wealth funds just accumulate and accumulate.”

At Northern Trust, Tung is responsible for the business success of Asian sovereign wealth funds. Tung and her client servicing teams in Chicago, Singapore, Hong Kong, and China act as global custodians to provide asset servicing for these investments. Worldwide, SWFs represent many trillions of dollars. “The government of Singapore for

example, has \$250 billion and China’s investment firm has got \$300 billion. That’s the magnitude of these assets.”

On the country’s side, the executives who manage these funds are, in Tung’s words, “very serious, with an extreme attention to detail and extremely high standards.”

Key to Tung’s ability to work with meticulous people, as well as navigate the various cultures, are her collaborative style, curiosity, and analytical ability. “When I meet clients, I get to know them. Then I utilize my technology training to look at things in a logical way. When I pose a question, simultaneously I’m thinking about the different possibilities in outcome and my role in steering and influencing those discussions.”

She also believes that solutions need not be supplied at the outset, but should be determined by

discussion. “I like an environment where people love to debate. It is true that some people may not have the same open style, but then they realize my intention is to make them look good, because that is really what it is all about.”

• Selected current and former board participation:

- Board director of the Northern Trust Company of New York and the Northern Trust International Banking Corporation (2011-present)
- Board member of the Advisory Board of Chinese-American Service League (CASL) (2010-present)
- Former Board director, United Way, Glencoe (2000-2002)

“I think it is important to keep track of people like Warren Buffet. My family has been going to his annual shareholders meetings in Omaha for 10 years. I read his annual report and his letters to make sure my compass is properly set. I want to remain conscientious about where I’m headed.”

Monica L. Walker

Chief Executive Officer and Chief Investment Officer – Equity, Holland Capital Management LLC

“When you join a board, you join a team with a desire to collaborate, lead, and win the very best outcome for the corporation being represented.”

During her tenure, Holland Capital Management has grown from its inception of four employees and zero clients to 20 employees, more than 45 clients, and \$2.2 billion in assets under management. Walker oversees the overall business and financial operations and execution of large cap growth and mid cap growth equity strategies, and leads the equity research analysts of the firm.

She directed the transition of ownership from a retiring founding partner's 90% equity interest to include the other three founding partners, as well as opening up ownership opportunities to other key employees, increasing the number of employee owners from four to eleven. This also retained the firm's minority-owned designation, while adding the distinction of being a women-owned firm.

Walker views Lou Holland, the firm's former majority stakeholder, as a mentor. Says Walker, “I'm very competitive and believe in myself. But through his leadership, I was able to become not only what he had envisioned for me, but more than I had envisioned for myself. He was always willing to share his experience with me.”

While she appreciates that a strong mentor makes a world of difference, she also recognizes the critical importance of having a network of other successful minority business owners. “One of the things I like about Chicago is that I have the opportunity to tap other leading entrepreneurs in financial services like former Business Leaders of Color, Martin Cabrera, Quentin Primo, Jim Reynolds, John Rogers and others who are resources.”

Prior to joining Holland, Ms. Walker worked for Texas Utilities, now Energy Future Holdings, in the company's corporate finance group where she managed administration of the trust responsible for Texas Utilities' \$1.5 billion in pension fund and defined contribution plan assets. She also took part in the development and implementation of Texas Utilities' Nuclear Decommissioning Trust Fund.

- Selected current and past board memberships include:
 - Chairman of the Board of Holland Capital Management (2009-present)
 - YWCA Metropolitan Chicago (2007-present)
 - Chicago Children's Choir since (2010-present)
 - Chicago United since (2010-present)
 - Former president and trustee for the Lou Holland Growth fund (2008-2010)
- Serves the International Foundation of Employee Benefit Plans' Investment Management Committee
- Participated in *Money Magazine's Top Picks from Top Pros, 2011*
- Named by *Black Enterprise* as one of the *75 Most Powerful Women in Business, 2010*



Kimberly Waller

Chief Operating Officer, Aon Cornerstone Innovative Solutions, Aon

“At the end of the day, even complicated risk analysis needs to be translated into very basic terms. That way, you’re better able to get buy-in or meaningful constructive discussion.”

Kim Waller is chief operating officer for Aon Cornerstone Innovative Solutions. She focuses on identifying and supporting the best minority-owned business enterprises (MBE’s) across the country and matching them with Aon resources to deliver high impact solutions to clients. This model for driving new revenue by unleashing the talents of combined teams of MBE’s and Aon practice groups has had tremendous success. In the first 18 months alone, the initiative generated in excess of \$18 million of new organic revenue, far surpassing all expectations.

Waller has over 19 years of insurance experience and expertise in assessing risk and advising clients on how to best mitigate their exposure to loss. She has led and managed teams of insurance and risk management professionals which have included underwriting, operations, sales, and marketing.

She knows that even long-established and successful organizations must always be reinventing them-

selves to create new, innovative ways to contribute. She also appreciates there are two sides to this coin.

Earlier in her career, as the managing director of a division being sold, Waller knew far in advance that some of her team would end up being laid off. Rather than avoiding the discussion, she worked with her team to prepare them for the possibility of layoffs and to help them transition successfully. “That was painful,” Waller remembers. “But each one of the people we ended up laying off said that I had done a good job preparing them. They were not shocked and understood why we had to do it. And many of them have done quite well since. I firmly believe that people will understand that there’s a shift in business if you’re honest and transparent with them.”

Waller believes that being socially responsible helps corporations relate to their consumers, adds to their bottom line, and fulfills their corporate mission—all positioning the organization to attract and retain

the best talent. “I think high performers expect their companies to be socially responsible. Since they devote so much of their time to work, they don’t want to be attached to an organization that doesn’t have that kind of moral compass.”

- Current board directorships include:
 - Family Focus; vice-chair, chairman of the CEO Search Committee
 - Chicago Sinfonietta, member of Development Committee
 - Women’s Initiative Chicago Chapter, founding Board member
 - Perspectives Charter School, current mentor, former Board secretary and Executive Committee member
 - National Association of African-Americans in Insurance



Norma J. Williams

Founder, Chairman and Chief Executive Officer, NJW Consulting and NJW Companies

“Listen to the heartbeat of your people. If you find out what is important to them and respond to it, they will help grow your company.”



Business-to-business executives commonly believe generating sales is a result of showing how your products or services are beneficial to a client’s organization.

Norma Williams, president and chief executive officer of NJW Consulting and NJW Companies, Chicago-based human capital, business, and management consulting and IT management firms, sees it a far more personally.

She explains, “The company they work for, or even being the CEO, is not who they are. I ask, ‘What really matters to you? What is it about you that not even money or success can buy?’ People walk around with that stuff in their heart and nobody ever asks them, because they’re so busy trying to get a piece of what they represent, as opposed to embracing who they are as individuals. In this manner, I have established some very meaningful relationships.”

More than 25 years ago, Williams decided to form NJW Consulting while standing in an unemployment line. Her goal was not only to get herself out of that line, but also to put others on a payroll.

Her initial vision was to forge long-term strategic relationships with corporations to provide administrative, clerical, and light industrial personnel. This early strategy was highly successful and placed thousands of people in jobs in Illinois.

Though NJW grew exponentially, continually adapting to meet the needs of the country’s changing economy, Williams learned by doing. “The first few years I made a lot of mistakes. I had major turn over with my staff. That started a long trail of leadership courses and building an infrastructure for retaining employees.”

She now freely shares her hard-won expertise with the Chicago community. “We need to become

more global. The way to bring and retain talent is to understand, embrace, and see how culture might impact growth; how those differences can make a positive contribution to your bottom line.”

• Current and former board memberships include:

- Illinois State Lottery Ticket For The Cure; member, Advisory Board - Grant Review, 2006-present
- Martin Luther King, Jr. Boys and Girls Club of Chicago, member, Board of Managers, 2009-present
- Chicago State University School of Pharmacy, member, Pharmacy Advisory Council (PAC), 2005-present
- Habilitative Systems, Inc.; member, Board Development, 1985-1998

Theodore I. Yi

Co-Managing Partner, Chicago Office, Quarles & Brady, LLP

“If you have twelve people on a board with the same perspective, you might as well have only one person on the board.”



Quarles & Brady, LLP is a full-service law firm with 425 attorneys practicing from eight offices in the United States and China. The firm's Chicago office has 75 attorneys and 55 staff and is the firm's fastest growing office.

As the Chicago office's co-managing partner, Theodore Yi is responsible for implementing the strategic plan, overall budget management, client development, recruiting, and attorney training and mentoring.

Yi says “To be any good at developing others, you have to first care about that person, and then you need to have a technique. Law schools are not trade schools. They don't teach all the technical skills, so you need to explain to young lawyers what to do, demonstrate it, and then get out of the way and let them do it. It's that 'get out of the way' part that many lawyers trip up on.”

Essential to Yi's role is creating a motivational atmosphere, which, he is convinced, includes diversity. To this end, he chairs the Metrics Subcommittee of the firm's National Diversity Committee. Recently, the firm's Chicago office was recognized as an "A" List Firm by Equality Illinois in its annual survey of local and international firms regarding treatment of LGBT employees.

Yi concentrates his practice in the area of real estate law and serves as the regional office chair of the Real Estate Group. His extensive experience includes a wide range of commercial real estate transactions, with a particular focus on commercial leases. Having represented premier names such as Boeing, Sara Lee, and United Airlines, Yi has earned the reputation as Chicago's 'go-to' attorney for corporations considering hundred million dollar relocation or expansion investments.

Prior to Quarles & Brady, Yi practiced at DLA Piper, where he chaired their Chicago Commercial Leasing Group and was their Chicago Hiring partner and the national co-chairman of their Diversity Committee.

- Current board directorships include:
 - Garrett-Evangelical Theological Seminary; Member of the Finance Committee and chairman of the Real Estate Subcommittee where he is presently overseeing a \$10 million campus renovation project
 - Asian-American Law Foundation
- Selected for inclusion in the 2005-2011 Illinois Super Lawyers lists (Real Estate)
- Fellow in the American College of Real Estate Lawyers
- Member of the Cook County State's Attorney's Asian-American Advisory Council, since 2001
- Leads Boy Scout Troop 48 in Lake Forest

In Memorium:



Damayanti Vasudevan, Ph.D.

May 22, 1960 ~ September 11, 2011

“Leaders who listen and observe, without prejudging, are able to recognize the value in the differences that people bring and build mutually respectful and mutually beneficial relationships, regardless of the level.”

Dr. Damayanti Vasudevan was to be featured in this publication as a 2011 Business Leader of Color. Just prior to print, she passed away suddenly after a very short period of illness. She is survived by her husband Prof. Vijay Vasudevan, daughter Nalika Vasudevan, son Ritvik Vasudevan, her mother Kanchanben Patel and brother Yogesh Patel.

Dr. Vasudevan was a management professional with experience in consulting, teaching, and counseling in corporate, municipal, medical, and academic organizations. She used her expertise in organizational development, leadership, and psychometrics (the science of measuring mental capacities and processes), to design organizational development programs and tools, as well as consult and present to leading corporations and individuals on leadership structure, succession planning, career pathing, and diversity and inclusion.

In a move that would have leveraged her more than 29 years of experience and expertise, Dr. Vasudevan had recently launched her own consultancy company in the summer of 2011. Immediately prior, Dr. Vasudevan served as the president of the RR Donnelley Foundation, responsible for, among other initiatives, aligning community relations and Foundation strategies and related grant making activities with partners that promote professional development, education, and literacy. She also served as president of Diversity and Inclusion at RR Donnelley, driving inclusion strategies to distinguish the organization as a business partner of choice in the workplace, marketplace, and community.

Said Dr. Vasudevan, “When leading diversity and inclusion strategy, you need a lot of collaboration. It doesn’t happen inside an office or with a handful of people; it takes everybody to get engaged.

It must be looked at not just from the social responsibility standpoint, but also from the business opportunities and the whole talent management strategy.”

Dr. Vasudevan’s combination of academic studies and real-world experience gave her an exceptional appreciation of what makes leaders successful.

Chicago United appreciates the support Dr. Vasudevan showed the organization, her generosity in sharing expertise and experiences with participants in the Chicago United Diversity Officer Roundtables, and for her formidable commitment to social and economic justice.

Chicago United Members



Paula Allen-Meares

Vice President of the University of Illinois
Chancellor of the Chicago Campus
John Corbally Presidential Professor
University of Illinois at Chicago



David R. Andalcio

Chief Executive Officer
Wynndalco Enterprises, LLC



Anthony K. Anderson

Vice Chair and Midwest
Managing Partner
Ernst & Young LLP



Patricia Andrews-Keenan

Vice President,
Business Development &
Government Affairs
NIJW Consulting



Lenny D. Asaro

Attorney at Law
Neal & Leroy, LLC



Crystal E. Ashby

Executive Vice President,
Government & Public Affairs
BP America, Inc.



Katéy Assem

Executive Director
Chicago State University
Foundation



Juan Carlos Avila

Senior Vice President
Mesirow Financial



Deborah Baldwin

Assistant Vice President
Federal Reserve Bank of Chicago



Bradford L. Ballast

Managing Director,
Community Affairs
BMO Harris Bank N.A.



Adrienne Banks-Pitts

Partner/Litigation Commercial
Sidley Austin LLP



Kim Barker-Lee

Vice President, Legal and
Regulatory Compliance
Northstar Lottery Group, LLC



Kenneth M. Battle

Managing Partner
Battle Law Office, P.C.



Robin E. Beaman

President
Beaman Incorporated



Anita Beard

Travel Consultant
University Travel



Alex Bell

Insurance Practice Leader
Blackwell Global Consulting



Pamela O. Blackwell

Vice President & Associate
Partner
Blackwell Global Consulting



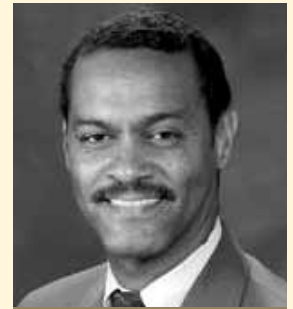
Tina M. Bova

Manager, Supplier Diversity &
Sustainability Purchasing &
Supplier Management
Baxter International Inc.



Jeremiah Boyle

Managing Director,
Economic Development
Federal Reserve Bank of Chicago



Kevin B. Brookins

Vice President, Operational
Strategy & Business Intelligence
ComEd



Carolynn Brooks
 Vice President, Chief Diversity Officer
 OfficeMax, Inc.



Karen Brown
 Global Director, Inclusion and Diversity
 Baxter International Inc.



Julian E. Brown
 Manager Corporate Contributions
 Nicor Gas



Derrick E. Buckingham
 Vice President
 The Hollins Group



James S. Cabrera
 President & Chief Executive Officer
 UBM Facility Services, Inc.



Martin Cabrera, Jr.
 Chief Executive Officer
 Cabrera Capital Markets, LLC



Michael J. Cabrera
 Vice President of Sales
 UBM Facility Services, Inc.



Olga Camargo
 Senior Vice President, Investment Advisory
 Mesirow Financial



Walter C. Carlson
 Partner
 Sidley Austin LLP



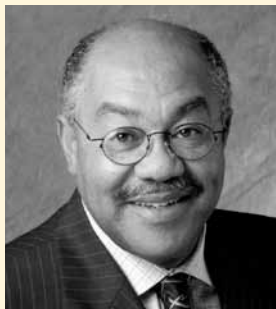
Marian H. Carrington
 Principal
 Carrington & Carrington, Ltd.



Willie E. Carrington
 Principal
 Carrington & Carrington, Ltd.



Carla Carstens
 Board Secretary and Diversity Committee Chairman Chicago Chapter & National Chairman Women's Outreach
 Financial Executives International



Warrick L. Carter
 President
 Columbia College Chicago



Pedro J. Cevallos-Candau
 Executive Vice President
 Primera Engineers, Ltd.



Hugo Chaviano
 Partner
 Sanchez Daniels & Hoffman LLP



Nim Chinniah
 Vice President for Administration & Chief Financial Officer
 The University of Chicago



Claudia J. Colalillo
 Senior Vice President, Human Resources & Corporate Communications
 Nicor Gas



Lawrena Colombo
 Partner
 PricewaterhouseCoopers LLP



Lester Coney
 Executive Vice President
 Mesirow Financial



Kevin M. Connelly
 Chairman
 Spencer Stuart

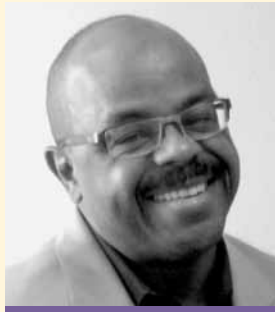
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 Director, Government & Public Affairs
 BP America, Inc.



John W. Daniels, Jr.
 Chairman
 Quarles & Brady LLP



Unis Davis
 Vice President of Operations
 Endow, Inc.



Stan Deans
 President, Illinois District
 UPS



Brendan J. Deely
 President & Chief Executive Officer
 L&W Supply Corporation



Michael F. DeSantiago
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 Primera Engineers, Ltd.



Paulette Dodson
 Senior Vice President, General Counsel & Corporate Secretary
 Sara Lee Corporation



Eric Douglas Keene
 President
 Keene Advisory Group



Glenn Eden
 Vice President
 Weber Shandwick



William M. Farrow III
 President & Chief Executive Officer
 Urban Partnership Bank



Venita E. Fields
 Senior Managing Director
 Smith Whitey & Company



Leana B. Flowers
 Director, Community Affairs
 Urban Partnership Bank



Kathy Ford
 Partner
 Ernst & Young LLP



Lancert A. Foster
 Vice President
 RGMA



Joseph M. Gagliardo
 Managing Partner
 Laner, Muchin, Dombrow, Becker, Levin and Tomineberg, Ltd.



Dana Gleeson
 Account Director
 Beaman Incorporated



Douglas M. Goare
 President, McDonald's Europe
 McDonald's Corporation



Larry J. Goodman
 President & Chief Executive Officer
 Rush University Medical Center



Albert R. Grace, Jr.
 President
 Loop Capital



Erma G. Gray Davis
 President & Chief Operations Officer
 Central City Productions, Inc.



Shelly Green

Senior Director, Talent Management, Diversity & Corporate HR
USG Corporation



Joseph A. Gregoire

Regional President- Illinois Banking
PNC Bank



Samantha Gregory

Vice President of Operations
Wynndalco Enterprises, LLC



Ben Grigaliunas

Senior Vice President, Human Resources
Advocate Health Care



Jake Groenewold

Senior Vice President,
Supply Chain
UHC (University HealthSystem Consortium)



David A. Gupta

President
SDI (System Development, Integration, LLC)



Heather J. Haberaecker

Executive Assistant Vice President
for Business & Finance
University of Illinois at Chicago



Patricia Harris

Global Chief Diversity Officer
McDonald's Corporation



Dean M. Harrison

President & Chief Executive Officer
Northwestern Memorial HealthCare



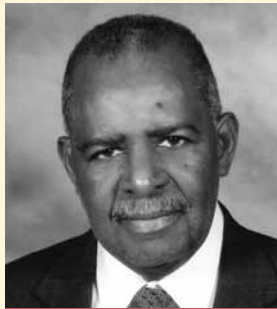
Patricia Hemingway Hall

President and Chief Executive Officer
Health Care Service Corporation (Blue Cross and Blue Shield of Illinois, New Mexico, Oklahoma and Texas)



Jay L. Henderson

Vice Chairman, Client Service
PricewaterhouseCoopers LLP



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Odell Hicks & Company, LLC



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The Hollins Group Inc.



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Associate Vice President for Equal Opportunity
Rush University Medical Center



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External Affairs/Corporate Communication
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Central City Productions, Inc.



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BP America, Inc.



Kenneth Johnson

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Aon Corporation

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Director of Marketing
Holland Capital Management



Janine Landow-Esser

Partner and Chair, National
Diversity Committee
Quarles & Brady LLP



Connie Laverty O'Connor

Chief Executive Officer
Northstar Lottery Group, LLC



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EVP, Regional President
Chicago Metro Region
BMO Harris Bank N.A.



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Director, Human Resources
Northwestern Memorial
HealthCare



Fawn Lopez

Vice President-Publisher
Crain's Modern Healthcare/
Modern Physician



Garry Maddox

Chief Executive Officer
A. Pomerantz & Co.



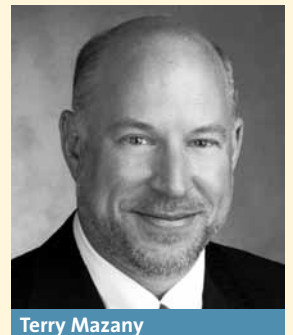
Jeanne Mason

Corporate Vice President,
Human Resources
Baxter International Inc.



Maribel Mata Benedict

Partner
Katten Muchin Rosenman LLP



Terry Mazany

President & Chief Executive Officer
The Chicago Community Trust



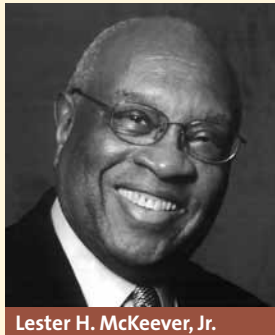
Ed McBrien

President-Sales and Distributor
Operations
MillerCoors



Michelle R. McGovern

Senior Vice President, Human
Resources
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Lester H. McKeever, Jr.

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Hilda S. Renteria

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Prado & Renteria CPA's, Prof. Corp



James Reynolds, CFA

Chairman & Chief Executive Officer
Loop Capital Markets



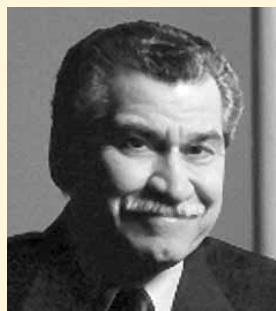
Jaclene Robinson-Ivy

Vice President, Public Affairs and
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Northern Trust



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Chairman, Chief Executive Officer
& Chief Investment Officer
Ariel Investments, LLC



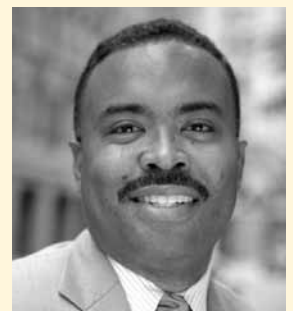
Hipolito (Paul) Roldan

President & Chief Executive Officer
Hispanic Housing Development
Corporation



Lisa A. Rowe

Senior Vice President, Strategic
Procurement
Aon Corporation



David Rudd

Vice President
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Access Community Health
Network



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Global Talent Acquisition
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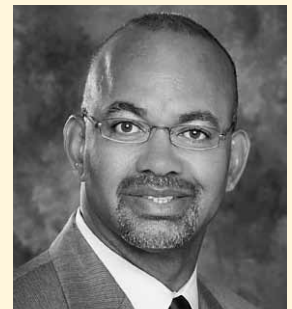
Tyrone Stoudemire
Global Director of Community,
Diversity and Inclusion,
Aon Hewitt
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Chairman, President & Chief
Executive Officer
Nicor Gas



Phillip Styles
Director - Supplier Diversity and
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Aon Corporation



Michael Sutton
President & Chief Executive Officer
Infrastructure Engineering, Inc.



Roxanne M. Tata
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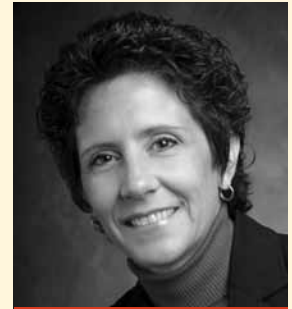
Irene M. Thompson
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 UHC (University HealthSystem Consortium)



Donna Thompson
 Chief Executive Officer
 Access Community Health Network



Charles W. Thurman
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Renee Togher
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 Azteca Foods, Inc.



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Valerie J. Van Meter
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Zuly R. Vargas
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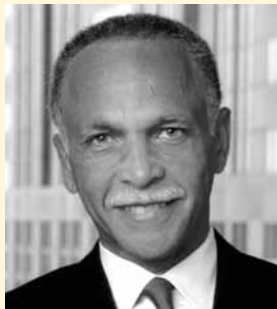
Arthur R. Velasquez
 Chairman
 Azteca Foods, Inc.



Frederick H. Waddell
 Chairman & Chief Executive Officer
 Northern Trust Corporation



Monica Walker
 Chief Executive Officer & Chief Investment Officer, Equity
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Andrea L. Zopp

President & Chief Executive Officer
The Chicago Urban League

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General Manager & Executive in
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Central City Productions, Inc.

Rosemary R. Jackson
Vice-Chairman
Central City Productions, Inc.

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Resources
Bank of America

Lisa Lattuca
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Mary Ann Manning
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Wedgeworth Business
Communications



Gloria Castillo

President
Chicago United

2011

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Rebecca S. Busch	Nim Chinniah	Nicole Johnson-Scales	Gerald L. Pauling II	Norma J. Williams
Gwendolyn L. Butler	Eric L. Conley	Aylwin B. Lewis	Cheryl Pearson-McNeil	Theodore I. Yi

2009

David R. Andalcio	Billy Dexter	Dolores A. Kunda	Quintin E. Primo III	Shundrawn A. Thomas
Nancy Andrade	Sue Ling Gin	Deryl McKissack	Nazneen Razi	Darryl Tom
Andrea G. Barthwell	Quin R. Golden	Dorri C. McWhorter	Eric A. Reeves	Jason Tyler
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Pedro Cevallos-Candau	Ted Hawkins	Linda M. Nolan	Gene Saffold	James H. Wooten, Jr.
Johnathan U. Choe	Amy S. Hilliard	Linda O'Bannon	Donna Sims Wilson	
Michele Coleman Mayes	Kym M. Hubbard	Nam Hung Paik	Michael Sutton	
Michelle L. Collins	Robert Johnson	Terry Peterson	Sheila G. Talton	
Nelda J. Connors	Earl Jones	Anita Ponder	Nigel F. Telman	

2007

Anthony (Tony) Anderson	Michael F. DeSantiago	Avis LaVelle	J.D. Salazar	David P. Thomas
Adrienne Banks Pitts	Lena Dobbs Johnson	James R. Lewis	Manuel (Manny) Sanchez	Don Thompson
Robert D. Blackwell, Sr.	Karen Eng	Fidel Marquez, Jr.	Deborah M. Sawyer	Donna J. Thompson
Phil Cabrera	Leana Flowers	Michael Mayo	Amir Shahkarami	Joyce E. Tucker
James S. Cabrera	Sarah Garvey	Eugene Morris	Luis Sierra	Mark A. Urquhart
Luz Canino-Baker	Chester A. Gougis	Virginia Ojeda	Melody Spann-Cooper	Sona Wang
Judith Carre Sutfin	Marguerite H. Griffin	Julian G. Posada	Guy Summers	Rufus Williams
Warrick L. Carter, Ph.D.	David A. Gupta	Angela D. Robinson	Nathaniel K. Sutton	Ernest C. Wong
Wheeler Coleman	Darrel Hackett	Allen A. Rodriguez	Andrés T. Tapia	Josef B. Wright

2005

Ralph Alvarez	Betty P. Chow	Randall C. Hampton	Renetta McCann	José L. Santillan
Joel Arce	Carolyn H. Clift	Gail D. Hasbrouck	Eric McKissack	Smita N. Shah
James A. Bell	Joy V. Cunningham	Louis Holland, Jr.	Ralph G. Moore	Paula A. Sneed
Carole Brown	Pedro DeJesus, Jr.	John T. Hooker	Clare Muñana	Jorge A. Solis
Todd Brown	Robert Der	Ralph V. Hughes	Michelle Obama	John D. Sterling
Peter C.B. Bynoe	Eduardo Fernandez	Cynthia J. Johnson	Leticia Peralta Davis	Christina M. Tchen
Adela Cepeda	Venita E. Fields	Michael W. Lewis	Stephen H. Pugh	Roxanne M. Ward
Thomas F. Chen	G.A. Finch	Connie Lindsey	Desiree Rogers	Timothy W. Wright III
Gery J. Chico	Raymond Grady	Cheryl Mayberry McKissack	Steven Rogers	Andrea L. Zopp

2003

Sanjiv Anand	Alison L. Chung	Mellody Hobson	Tom McLeary	Jesse H. Ruiz
Brian Anderson	Frank Clark	David Holly	Francisco Menchaca	Niranjan Shah
Yasmin T. Bates	Lester N. Coney	Tao Huang	Willie Miller	Alejandro Silva
Lester Blair	Ron Daly	Abe Tomás Hughes, II	Bob Nash	Stanley B. Stallworth
William Bonaparte	William McKnight Farrow, III	Darrell Jackson	Lou Nieto	Charles Tribbett
Martin Cabrera	Phil Fuentes	Valerie B. Jarrett	Roderick Palmore	Edward J. Williams
Marty Castro	Brenda J. Gaines	Bernard Loyd	Barbara M. Quintana	Desmond C. Wong
Clarissa Cerda	Michael Gonzalez	Lester McCarroll, Jr.	James Reynolds	
C.W. Chan	James Hill, Jr.	Gary E. McCullough	Mary Richardson-Lowry	



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