

SUMMER 2019

DIVERSITY AND INCLUSION

INITIAL CHAMBER REPORT AND
GOAL SUGGESTIONS

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THE BEGINNING OF OUR JOURNEY

The Toledo Regional Chamber of Commerce has recognized the potential that diversity and inclusion has in the workforce as well as within the workplace. Though we have been slow to make diversity and inclusion a prerogative in our organization, we want to make the change for the greater good of not only the Chamber, but also for community members who rely on us to help them in their business ventures. It is because of this timely decision to focus on diversity and inclusion that we aim to describe our journey into this initiative as well as offer an approach to the process.

The Chamber began to tune into diversity and inclusion in late 2018 after recognizing the increase in programming across the country. The changing landscape of the Toledo region has made us more aware of what we could be doing to promote a more diverse area. Like many areas situated within the U.S., there are varying levels of demographics that are representative of the region. In their 2017 report on diversity and inclusion, the Association of Chamber of Commerce Executives explains there are three distinct regions that categorize the U.S. These regions offer a condensed classification of the demographics typically found within a specific area;

1. The Heartland- composed of 77% non-Hispanic white in the regions of the Midwest, Appalachia, New England, the Great Plains, as well as the inland South.
2. New Sunbelt- composed of 67% non-Hispanic white in the “Mountain West and Southeast” (ACCE, 2017, p. 9).
3. Melting Pot- consists of 70% or more of the foreign population in the U.S. (Frey, 2002) and composed of more coastal regions like California, Florida, Texas, and more.

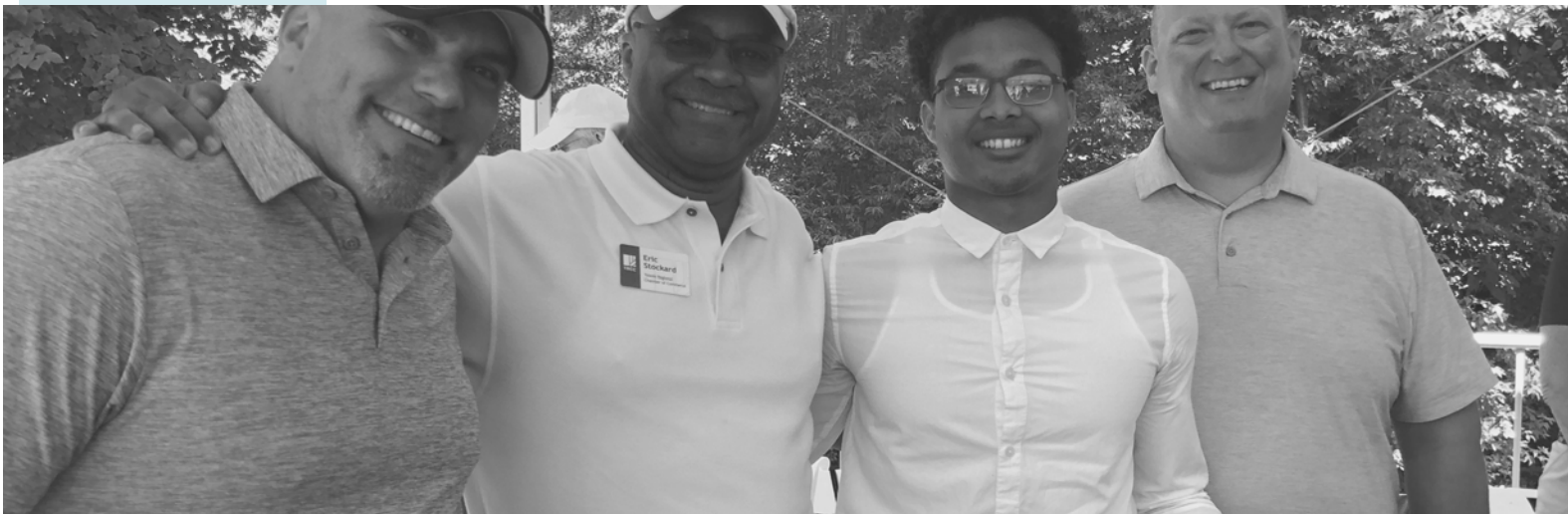
03

Looking at these regions as a whole offers us the chance to check where Ohio falls within these classifications. Currently the state of Ohio is composed of 81.9% (U.S. Census, 2018), non-Hispanic white which places it into the Heartland categorization. Though much of Ohio's overarching population is sitting at 81.9% white, the Toledo regions' non-Hispanic white composition is less than this. Sitting at roughly 63% non-Hispanic white (U.S. Census, 2018) Toledo is moving closer towards the composition of New Sunbelt states. Such a shift in demographics means that our city is getting more and more diverse each day and requires a change in mindset to understand this new endeavor. From gaining recognition as one of the top places for LGBTQ+ retirement (Feltman, 2019), to our increase in minority owned businesses, Toledo has put its self on the map in ways never thought before. Seeing the potential the community has to influence the economy of the area in coming years, it is now more imperative than ever that we move along with it on this journey towards improvement.

Before we really dive into our plans for success, we find that it is imperative to consider the following research questions we formulated to begin our journey.

RQ1: What does Diversity and Inclusion mean to the Chamber?

RQ2: What initiatives are beneficial for the Chambers focus on Diversity and Inclusion?



RQ3: What practices can be put in place to improve the Chambers Diversity and Inclusion initiatives?

RQ4: What type of planning strategy would produce successful results after the integration of diversity and inclusion?

Utilizing these questions as a guide, the Chamber sought to first understand the differences between diversity and inclusion and how both terms intermingle. The following terms come from a presentation done at the Toledo Regional Chamber of Commerce's 2019 Annual Meeting. Here, D&I architect Felicia Johnson of the Gaston Group, LLC provided definitions that we believe encompass their true nature;

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Diversity: The full range of human differences & similarities.

Inclusion: The process of valuing/leveraging differences and similarities to achieve a common goal.

”

As we continue to think about diversity and inclusion there is often a misconception that to be diverse means to be inclusive. However, this is not always the case. When we have diversity in the workplace there is often contemplation of how each individual's difference stems from their unique background. In order to foster inclusive behavior we have to allow the individual the chance to sit at the table with the majority and offer the necessary support to see them excel regardless of their background. It is because of this additional step, to make individuals feel included in the workplace, that we have to recognize our biases in effort to make sure that “retention, development, mentoring, and advancement” (Hyter, 2003, p. 6) are available to our growing workforce. Utilizing these definitions, we will provide a look into where we are headed in our D&I initiatives by focusing on the business case of D&I, current channels of supportive services, D&I research, the Chambers demographics, and finally introducing our time-lined approach to goals within our reach.

WHAT WE'VE FOUND:

The business case for diversity and inclusion is one that doesn't require much argument. Within an organization there must be an effort to make sure all employees feel like they belong and are included in the organization. Be it including them in business decisions to inviting them to sit at the table as a key stakeholder, the process of integration goes beyond mere hiring practices. Don't just take our word for it, numerous articles have found that when diversity and inclusion is made to be a key priority in an organization it can have the following benefits;

1. Increased innovation and creativity
2. Employee engagement goes up (reducing turnover)
3. Improvement of company reputation
4. Diverse hiring pool
5. Captures more of the market

Having seen the benefits of integrating diversity and inclusion into business practices it should be noted that this positively affects more than the "standard" employee. Traditionally speaking organizations in years past have been composed primarily of Caucasian men. While the time period dictated a societal case for integration of underrepresented groups, it has now become a business imperative due to the changing landscape of the U.S. labor force. Research done by the U.S. Census Bureau (2015) suggests that by 2044 a cross over will begin that places minorities as the highest categorized groups in America with non-Hispanic whites dwindling to just 44% of the population. While the number of minorities in the U.S. is increasing, so too are other underrepresented groups. Below is a series of statistics related to the increase of diverse persons in the U.S.

- Women's presence in the labor force has increased to represent 57.0% in 2018.
- Persons with a disability went up to 19.1% between 2017 and 2018.
- In the U.S., LGBT individuals represent 4.5% of the total population.

These are just a hand full of statistics that represent the scope of the diverse populations within the U.S. with groups falling into even greater classifications based on sexual orientation, gender identity, minority status, disability, and more. As such, it is our responsibility to utilize the differences between groups to create a well-functioning environment that lets Toledo lead the pack towards a more unified region. The Toledo Regional Chamber of Commerce attempts to help with this guidance by offering a series of programs that aid in bringing together diverse backgrounds for the betterment of business. Within the Chamber there are a number of programs that are specialized towards this;

1. EPIC Toledo- Formulated in 2007 by the Chamber of Commerce, EPIC Toledo is a young professionals group geared towards the development and integration of diverse individuals into leadership roles found around Toledo. On top of engaging people one on one through mentoring, the group attempts to give a voice to future business and community leaders who will one day take over the region.
2. Geographic Outreach Program (GEO) - A program designed to connect members with each other and resources in a specific geographic region surrounding Toledo. Individuals from businesses and organizations to network while discussing issues that matter to them in a relaxed environment.

3. The Toledo Region Academic & Industry Network- The newly designed “TRAIN” program connects employers and educators together to increase awareness of current and future career opportunities available within the Toledo region by offering a connection of resources and not a duplication of past programming.

4. Small Business Development Center- Through one on one counseling the SBDC offers entrepreneurs the opportunity to expand their business ventures free of charge. Like many of the programs available, the SBDC takes on individuals from a wide margin of backgrounds to assist in the success of their business in the Toledo Region.

5. Export Success- Programming meant to help small and medium-sized businesses work towards expansion into global markets with help from experts in the field. In addition to working closely on the ins and outs of exporting, the program helps attendees gain competence in cultural communication within their new market.

Within each individual group the recognition of diverse backgrounds is key to their implementation and success. Without this consideration programming like these would have no basis in the community and would instead create more distance rather than attachment. Though the Chamber is on its way towards placing a stake in D&I, we still have a long way to go before it's even achieved. At the Chamber we recognize that D&I can't be established and transformed overnight, but with enough effort we can kick off our initiatives on the right foot. To do this we have researched current diversity and inclusion efforts around the nation as a means to understand where our improvement can be done.

THE RESEARCH:

In order to understand how D&I plays a role in our organization, it was important that we examined a variety of sources for their successes and failures as well as utilizing consultations with D&I professionals. These inquiries left us with an abundance of information taken from the following sources;

- Phone calls
- Presentations
- Chamber Benchmarks
- ACCE Round tables
- Universities
- Businesses

With this approach, we narrowed down our search to key in on specific regions of interest that house leading organizations in D&I practices. Specifically, our approach focused on other Chambers who most narrowly matched up to our business needs. For Chambers to be factored into our research they had to have a current D&I program off the ground and are working to achieve their D&I goals for 2019. Of the 29+ Chambers we analyzed, seven were narrowed down based on their highlighted success within their communities. These Chambers were;

- Cincinnati USA Regional Chamber (Cincinnati, OH)
- Greenville Chamber of Commerce (Greenville, SC)
- Tulsa Regional Chamber (Tulsa, OK)
- Greater Kansas City Chamber of Commerce (Kansas City, MO)
- Greater Cleveland Partnership (Cleveland, OH)
- Dayton Area Chamber of Commerce (Dayton, OH)
- Greater Omaha Chamber of Commerce (Omaha, NE)

Additionally, the successes of each organization typically encompassed services such as a minority business accelerator, inclusion of employee resource groups, consultation services and more. With these added services in mind, we can now take a look at three primary Chambers that have established an extensive presence in the D&I market and have become some of the leading Chambers in the nation for their work. These Chambers are represented in regions like the Heartland and New Sunbelt and are comprised of a variety of services tailored to minority business owners all the way to connections between affinity groups. To begin we can first look towards the Cincinnati USA Regional Chamber, examine how Tulsa has shaped Mosaic, by finally moving to Greenville's work in South Carolina.

Cincinnati USA Regional Chamber

After noticing the unrest within the city the Chamber began to think of ways that they could empower the community to become active participants in its change. In 2012 the Chamber launched the Diverse by Design program in an attempt to attract, develop, and retain diverse talent in the region (Cincinnati USA, 2019). Conducting extensive interviews and surveys, the Chamber found that their strategic effort in changing how the community thinks of diversity and inclusion has led to the formulation of the following key dimensions; people, programs, policies, practices, and partnerships. It is because of these ongoing dimensions that the Chamber has been able to add programming like insights in inclusion, connect employee resource group, a diversity leadership symposium, and more.

Tulsa Regional Chamber

Recognizing the economic disparity of the region back in 1995, the Chamber felt something needed to be done to ensure underrepresented groups were feeling supported. To achieve this, the chamber decided on implementing a minority business council to support and encourage the creation of minority businesses in the region. While this program was created to impact change on the community, it would take years for it to be fully realized. In 2011, under new leadership, the chamber re-branded the council as Mosaic in an attempt to bring new life into the program. During this time, the program would focus on the following pillars for their success; CEO commitment, community outreach, diverse suppliers, diverse people, and their internal policy.

10

Seeing the programming take off in a new direction, leaders within Mosaic wanted to know what impact their programming had within the community. In 2012 the team launched a survey that would measure the diversity and inclusion progress among businesses in the region. Entitled the Inclusive Workplace Index, the survey is meant to measure each of the five pillars stated by the chamber to show businesses where they are in terms of D&I and showcase areas in which they may improve. In addition to these workplace surveys, the Chamber offers guidance in how to improve businesses internal measures to committing to the initiative.

Greenville Chamber of Commerce

Utilizing Dr. Nika White as their spearhead, the Greenville Chamber of Commerce has worked extensively towards making D&I a priority in their community. On top of offering an additional council geared towards the Latinx community, the Chambers most fruitful programming attempts to ensure that businesses can have the right backing through their Minority Business Accelerator. By focusing on disadvantaged organizations the Chamber is able to make the case for its relevance by offering “development services, mentoring, technical assistance and access to large corporations for partnership opportunities” (Greenville Chamber, 2019). In addition to their focus on minority business success, the Chamber takes their D&I efforts one step further to include the recognition of women leaders in the community through their annual ATHENA Award ceremony. Regardless of their focus, Greenville has showcased the potential impact D&I can make within a community when individuals come together to foster change for the betterment of their residents.

Though these Chambers have showcased the success D&I can have on their development of diverse individuals within a region, their path to these initiatives didn’t begin so robust. One of the first steps taken to get their programming off the ground was through the creation and implementation of a D&I statement. As we’ve seen in research, without a statement a Chamber has not proven their commitment to the cause. It is because of this that we must take the time out to consider the values we hope to reflect back into the community

11

Some questions of consideration in this process were focused on how can we include all diverse persons? What does a D&I statement truly encompass? When is the right time to release a statement? What will this statement mean for our region? These questions alone showcased the difficulty of committing to a statement that encompasses our concerns. Analyzing statements from across the U.S. we have found that a lot of D&I statements have similarity in the following areas;

- The economy and community
- Categorization of Diversity
- Language used
- Daily practices
- And even more

Seeing the standards set around the country has made us take a step back and evaluate what D&I means to us. After much deliberation, we think we are one step further in getting our initiative off the ground. Through an examination of statements from different regions, we have found inspiration in some of the following;

1. *Association of Chamber of Commerce Executives*- "For the betterment of the association, chamber leaders and the communities they serve, ACCE will champion access and equity of opportunity through intentional inclusion of all." (ACCE's Board of Directors, October 2015)

2. *Grand Rapids, MI*- "Without diversity, equity and inclusion we limit our talent, resources and the business opportunities necessary to thrive in an increasing competitive global marketplace. In efforts to better serve and represent our membership the Grand Rapids Chamber is committed to actively seeking a diverse, equitable and inclusive board, workforce, membership, business environment and community. We support these values through our policies, practices, membership services and community engagement" (Grand Rapids Chamber, 2019).

12

- Greenville, SC- “The Greenville Chamber endeavors to ensure diversity and inclusion is an integral part of all aspects of the Chamber’s operations and strategic initiatives. As part of this charge, the Chamber works continually to allow every possible advantage for economic parity and community prosperity (Greenville Chamber of Commerce, 2019).

Taking inspiration from these statements, the Chamber has worked to formulate a statement that considers how diversity plays into the economy and the community. Showcasing our commitment, the Chamber has created a potential D&I statement that attempts to encapsulate the vigor and prowess of our community and members by declaring that;



“Pushing diversity and inclusion to the forefront of our initiatives, the Chamber wishes to provide an equitable atmosphere that promotes the respect of persons from all backgrounds. It is our hope that through our stance we will continue to lead our members, the community, and our partnerships towards success in obtaining representation for all that mirrors the changing landscape of the 21st century”



While this statement is meant to be the initial commitment from our President towards our D&I initiative, we want the community to know that we hold ourselves to a higher standard of accountability that goes beyond a mere statement. To commit to D&I requires more in-depth work that can’t happen overnight. As such, we have taken it upon ourselves to look internally at our current practices to shift the standards we apply both inside and outside of the organization.

HOW WE COMPARE:

Highlighting the success D&I has had in these Chambers makes us hopeful that we can do the same. However, to reach this level we must first look internally at our Chamber. By examining the internal structure of our organization we can get a better sense of what our members and the community are seeing that influences their decisions to work with us. What we have found from this internal investigation is that we aren't as on the mark with D&I as other regions. Utilizing the benchmarks found in the Global Diversity & Inclusion Benchmarks Tool Kit (2017), or GDIB, we have found ourselves to be moving up the ladder in terms of our efforts. Currently the GDIB (2017) has five levels that are outlined to determine where an organization is in terms of their D&I measures.



Level 5: Best practice- Demonstrating best practices in D&I

Level 4: Progressive- Implementing D&I systematically; showing improved results

Level 3: Proactive- A clear awareness of the value of D&I; starting to implement it systematically

Level 2: Reactive- A compliance mindset; mainly complies with current laws/regulations

Level 1: Inactive- No D&I work has been done; not a part of organizational goals



From current observations we've determined that the Chamber is shifting from a more reactive phase of D&I to one that is more proactive. What this means is that our organization sits near a more compliance based initiative that focuses on ensuring laws surrounding D&I are met. For the Chamber, this was done by having non-discrimination policies in place. While this type of diversity and inclusion policy focused on the reprimanding of certain behaviors, it never fully addressed how we can move beyond words into true action. It is because of this static inaction that we became more aware of the problems associated with this mindset that contributed to a lack of communication, forgoing individuals concerns, and more. Like many organizations around us this standard is not enough. D&I encompasses more than just following regulation and we hope by recognizing this issue within our organization that others will understand this is not a matter to take lightly. In response to this realization the Chamber has taken the necessary steps to become more proactive in our efforts.

14

Until recently the Chambers affinity group EPIC Toledo was the primary source of our D&I efforts. Beginning their efforts in 2017, EPIC was at the forefront of our commitment to the practice. EPIC's diversity and inclusion committee was originally formed as a way to learn more about members' unique backgrounds as well as the needs and work necessary to create a more inclusive organization. During this time period, the committee worked hard towards gathering data on inclusivity by disseminating surveys to the larger group to understand what was needed from them. From their results, the committee worked to gather diverse speakers for events to represent the makeup of the organization as well as ensuring individuals felt included via simple tasks such as greeters at every event. However, as time went on the task of keeping up the programming proved to be a much harder feat to regulate. As such, in mid-2018 the group dispersed focusing more on informal D&I efforts and not formalized versions. This switch from formal to informal measures made the Chamber recognize that the need for D&I goes beyond simple actions. Having people serve on diversity committees such as this was one way for us to carry out our goals of D&I, however this still left us at a standstill for what we wanted to accomplish.

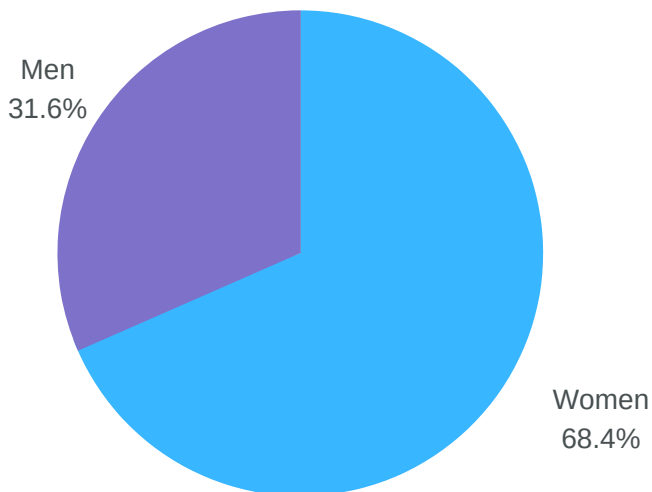
Recognizing that more was needed to be done the Chamber established the Chamber U: Diversity and Inclusion Series in 2019 to focus specifically on D&I practices. Open to the community, this series is meant to create a dialogue into the issues surrounding D&I that are so prominent within many organizations and businesses. Working closely with PwC as our sponsors, the goal was to ensure that D&I was at the forefront of people's minds in the community as a way to shift our regions access to supportive resources. Utilizing topics such as unconscious bias and workforce re-entry, the program has offered the community insight into the unique subjects plaguing many of our workplaces. Though the series and our initiatives are still in their early stages, the hope is that programming such as this will become one of the initial launch points for individuals interested in D&I as well as a key component within the Chambers individual efforts.

OUR DATA

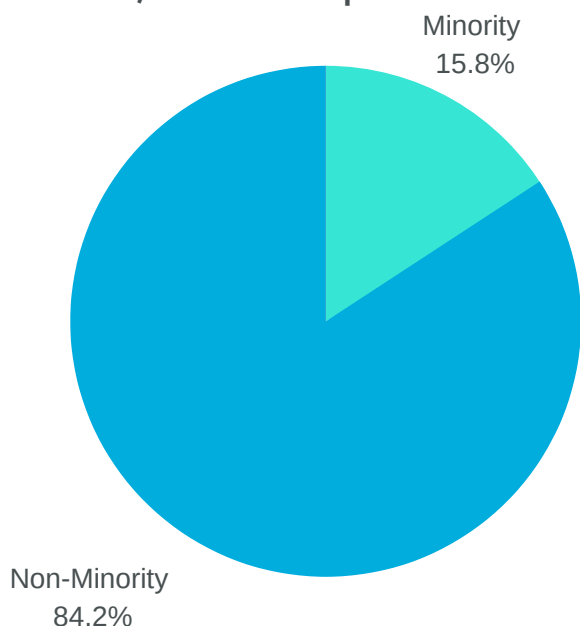
How do we compare to Toledo?

Now that we have discussed our original approach to D&I, we find that it's imperative to disclose what our own demographics look like in comparison to the city of Toledo and what that means for our initiatives. From an internal look into our demographics the Chamber has found the following to be representative of our current state. Below you will find a detailed breakdown of demographics as well as visual representations of the data.

Gender Representation in the Chamber



Racial/Ethnic Makeup in the Chamber



- Currently the Chamber's employees are made of 13 women and 6 men. In this breakdown we have a strong representation of women in our organization showcasing the increased presence of women in the workforce.
- Though the city we live in is moving towards more diversity in race/ethnicity, we have found that our Chamber is lacking in that representation. As of 2019 we have only a 16% minority presence in the organization (much less than Toledo's current percentages). This data suggests we need to reconsider our hiring practices in the future to get our numbers up.

16

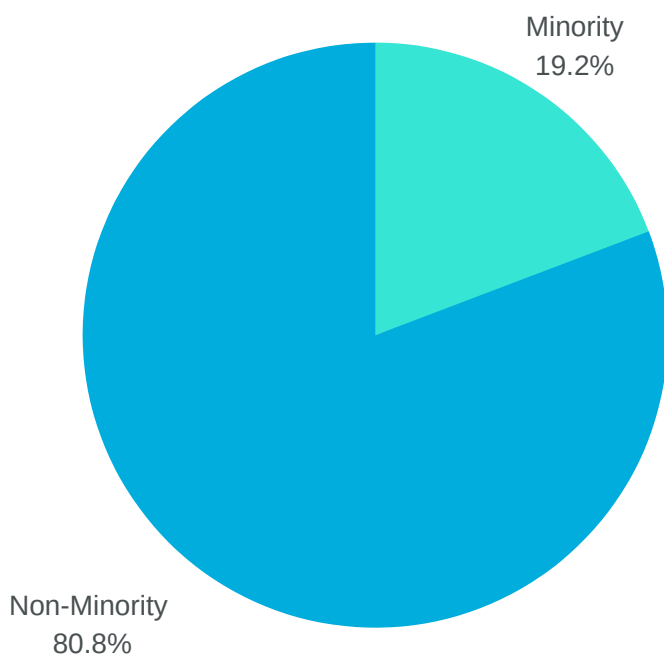
EPIC TOLEDO: ADVISORY COUNCIL

**Gender representation on EPIC
Advisory Board**



- Within the advisory council representation of both men and women has reached a phenomenal 50/50 split. This means that equal representation of genders is clear on the council. However, as the group gains more members there should be a look at the genders not typically represented (e.g non-binary, other, etc.).

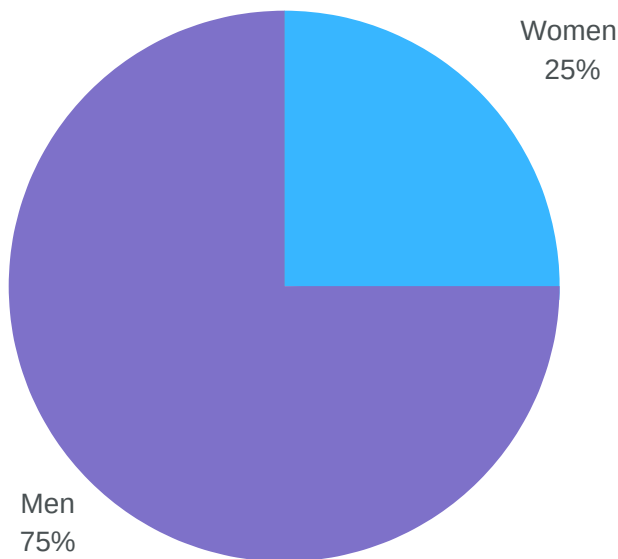
**Racial/ethnic makeup on EPIC Advisory
Board**



- Just like the Chamber, the advisory council could use more minority representation of its members. Currently the the council has a 19% diversity rate when the group has traditionally held more diverse members within it.

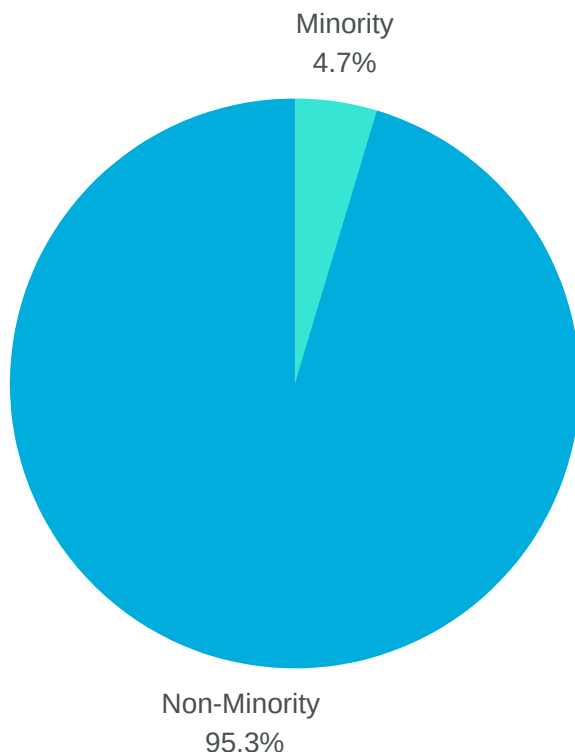
THE CHAMBER BOARD

**Gender representation on the
Chamber Board**



- While there are no specific records kept of our board members demographics, we have been able to narrow down the gender and potential race/ethnicity of each person to offer a general representation of the boards demographics.
- Unlike the employees within our Chamber, the board is heavily lacking on the amount of gender representation found within. Out of the 43 current board members there is only a 19% representation of women. This lack of women suggests that as we gather more board members consideration of how to get our gender representation up needs thought.

**Racial/ethnic makeup on the
Chamber Board**

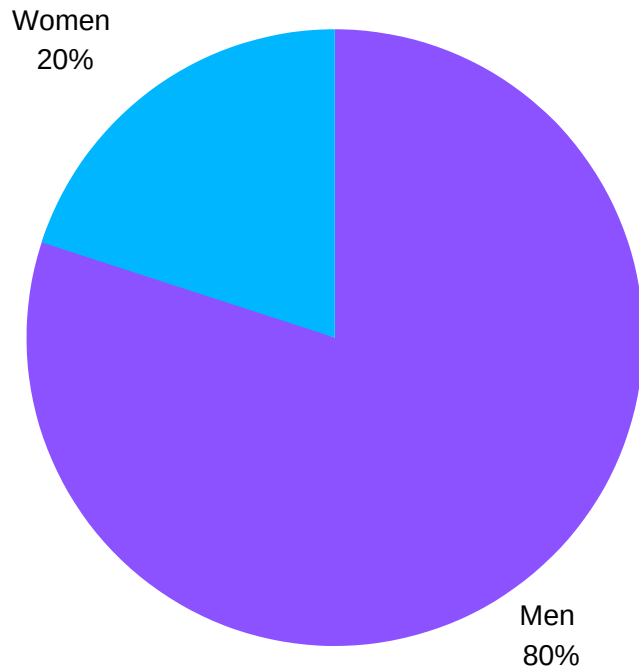


- Since there are no specific records kept on the backgrounds of each individual, outside of their place of employment and title, a simple Google search was conducted to categorize them. What was found is that out of the 43 members present, there is only a 5% representation of differing races/ethnicities. Unlike the city of Toledo, our board members do not makeup a diverse group. As we begin to think about future board members it is imperative that we consider how to grow our diversity, specifically visually, to showcase how we are changing to match the community.

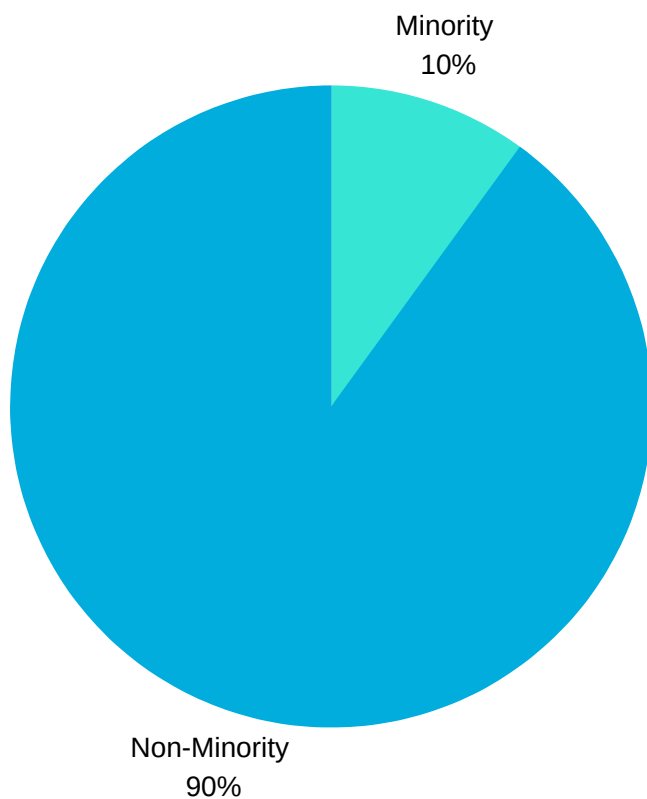
18

THE TASBA BOARD

Gender representation of TASBA



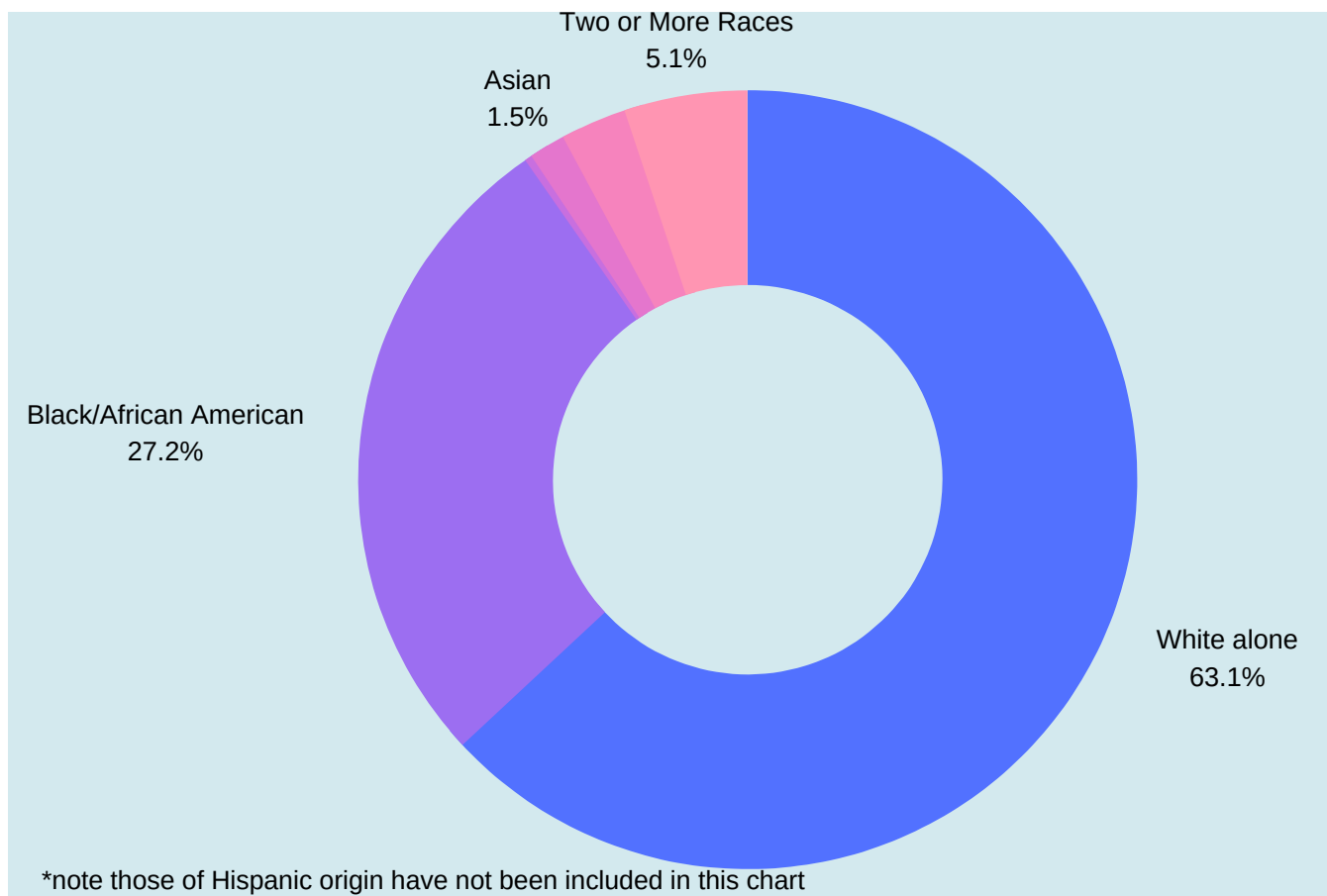
Race/Ethnicity of TASBA



- Representing the small business association in the Chamber, TASBA has done its best to move towards more diversity in its board members. Noticing the lack of diversity, the Chamber has taken the necessary steps to shift the demographic outlook to represent more women and minorities. Though the board is not perfect, the general makeup of the TASBA board includes 20% women and 10% minority.

19

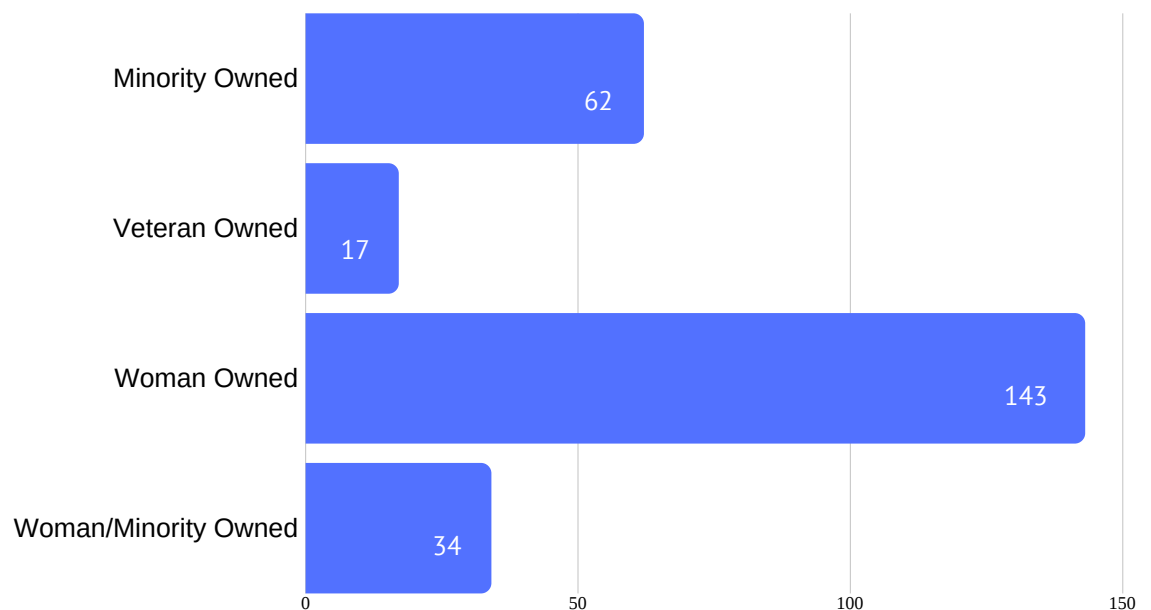
As you can see, the Chamber as a whole can make some improvements on what we look like internally and how we can use that to appeal to the community and businesses. On the flip side of this it is worthwhile to look at the demographics of the metropolitan statistical area (MSA) and how that is influencing our awareness of D&I. Based on Census estimates of 2018 the current population of the region is sitting at roughly 274, 975 people. Within this population individuals have identified as the following:



Toledo's demographics alone showcase why D&I is so crucial for the Chamber. With their increase in underrepresented groups, the city's landscape is changing to match these diverse backgrounds. With an increase in businesses owned by minorities, as well as women, the city is experiencing a shift typically seen in New Sunbelt regions. As such, it is an opportunity for the Chamber to identify and work with a diverse group to create a region that thrives based on talent from all walks of life with regard to age, race/ethnicity, gender identity, sexual orientation, and more. It is our hope that the initial recognition of where we fit within the regions demographics will allow us the opportunity to interweave D&I into our organization for the greater good of the community.

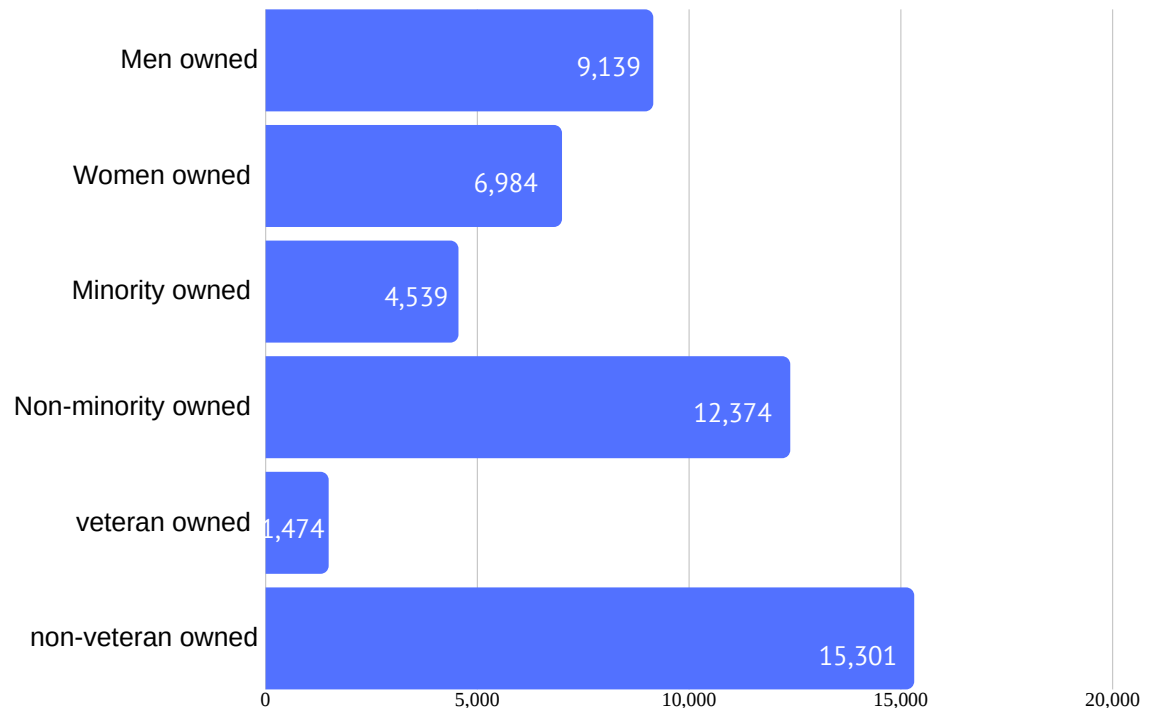
DIVERSITY WITHIN BUSINESS

Seeing how the demographics of the Toledo region compare to our organization as a whole, it is imperative that we understand how our memberships fit within the backgrounds of business diversity to that of the larger region. As it stands today the Chamber has a total of 2,389 members. Among those, roughly 256 have self-identified as a traditionally underrepresented group. The following chart provides a breakdown into the types of groups we have identified as;



As shown, the types of businesses represented in our organization encompass just a small margin of our entire membership. Looking at the Chamber as a whole these businesses only account for 11% of our total membership. Overall this means that 89% are not identified. While this might not seem alarming, it is imperative that we consider what this means for the Chamber at large. Currently we are not tapping into the resources available to us that can represent the region in its most accurate manner. According to the U.S. Economic Census of 2012, Toledo has 17,685 self-identified businesses. Of these 17,685, individual business owners have placed themselves into the following categories:

21



Though these numbers are greater than what the Chamber can meet and manage, it does give us a basis into who we need to approach in order to diversify our members and how we can offer a comparative representation. Additionally, this diversification allows for specific resources to be given that more closely align with our members. Take for instance a new minority owned business that wants to get into exporting. In order for the Chamber to provide the right services we must understand their business status in order to gauge what services we could offer the business to ensure success in the future. For this case scenario, it would be best to provide information on Export Success, the Small Business Center, and finally a Minority Business Accelerator. These are the types of needs we should be assessing during an initial inquiry as it allows us to determine where programming is falling short for our members and how we can shift our prerogatives to help them. It is because of this recognition that we have decided to transform the way we have been tackling D&I within our organization and through memberships to help in the unification of our region.

INITIATION OF GOALS

Now that we have introduced you to where the Toledo Regional Chamber of Commerce is in terms of D&I, it is our intent to explain where we are going in the future. With an in-depth evaluation into what we could be doing better, the Chamber has decided to administer the following goals to showcase how committed we are to D&I. Each goal is separated into immediate solutions, short-term, mid-term, and long-term goals. These goals encompass the following time lined approach;

- Immediate Solutions: can be accomplished in 1 to 30 days
- Short Term: goals which can be accomplished in 1-4 months
- Mid Term: any goal that can be accomplished in 5 months to 1 year
- Long Term: any goal that will take over 2 years to fully carry out



23

IMMEDIATE SOLUTIONS

Immediate Solutions: can be accomplished in 1 to 30 days.

- Website
 - include photos of the board
 - capture more imagery of diverse individuals at events
- Sales
 - imparity of member classification
 - seeking diverse referrals
- Human Resources/communications
 - include inclusive language (promotional materials, within speech)
 - open dialogue about D&I issues within the community

SHORT TERM

Short Term: goals can be accomplished within 1 to 4 months

- Obtain CEO and Board commitment to D&I
- Begin employee training for initial D&I consideration
- Institute a D&I statement to be utilized by the Chamber
- Create a separate D&I page w/pertinent content
- Provide a D&I statement in a visible location
- Send out survey's to assess employees and members opinions on the current state of D&I at the Chamber
- Formulate a committee to oversee the initiatives of D&I

MID TERM

Mid Term: any goal that can be accomplished in 5 months to 1 year

- Formulate a strategy detailing our D&I goals
- Establish more presence on social media through the Chamber website and social platforms about D&I
- Establish training sessions on D&I for current employees and Chamber members
- Create a finalized survey assessment to be used by all Chamber members to determine their level of D&I

LONG TERM

Long Term: any term that will take longer than 2 years to fully carry out

- Follow through on annual reports about D&I in our Chamber and share with members
- By 2022 have 30% of our membership to include businesses from diverse groups (e.g. minority owned, woman owned, veteran owned, etc.)
- Push board diversity to increase woman and minority presence by 20% in 2025
- Create deeper connections within the community that can be used as additional resources for our members
- Strive for a diverse supplier pool by 2025
- vary recruiting (sources; larger pool of candidates)
- Include a diverse panel of interviewers
- Implement on-boarding supportive services for new hires

RECOMMENDATIONS FOR PARTNERSHIP:

After unpacking the research behind D&I, as well as detailing our approach to it, we find that to carry out a successful initiative we must seek out a third-party to assist in finalizing our plans. To do this, we have researched services around the Toledo, OH area that have proven success with D&I in their organizations as well as with the community. These services have been found in human resources, diversity and inclusion, private consulting, public education, and non-profit organizations. Utilizing the condensed list of services below we hope to reach out to each individual business and person to see how well their services align with the initiatives the Chamber wishes to achieve. It is our hope that within 4 months we will have selected a viable candidate that will work closely with us in achieving our goals for the first 2 years of our D&I journey. Below is a listing of these potential candidates along with their contact information.

Businesses

- Human Relations Commission- City of Toledo
 - Contact: (419) 245-1518
- The Office of Diversity and Inclusion- City of Toledo
 - Contact: Matthew L. Boaz (director)
419-936-7297, Matthew.boaz@toledo.oh.gov
- YWCA- Toledo, OH
 - Contact: Kelley Webb (Racial Justice Director) 419.241.3235 ext. 122,
kwebb@ywcanwo.org
- The University of Toledo- Toledo OH
 - Contact: Jennifer Pizio (Director)
419.530.5566, jennifer.pizio@utoledo.edu
- BGSU
 - Contact: Jennifer McCary (Chief Diversity and Belonging Officer)
419-372-2141, jmccary@bgsu.edu

Businesses Continued...

- Inclusivity- Perrysburg, OH
 - Contact: Maria Arcocha White (Founder and CEO)
317-716-7678
- Ohio Diversity Council
 - Contact: Cecilia Orellana-Rojas
cecilia.orellana-rojas@nationaldiversitycouncil.org
- Cincinnati USA Regional Chamber- Cincinnati, OH
 - Contact: Mary Stagaman (VP of Inclusion)
513.579.3129, mstagaman@cincinnatiachamber.com
- Greater Cleveland Partnership- Cleveland, OH
 - Contact: 216-592-2261
COMMISSION@GCPARTNERSHIP.COM

People

- Daniel Juday
 - **Contact information on file with the chamber*
- Felicia Johnson
 - Gaston Group, LLC
 - Contact: 469.616.0171, felicia@gatsongroup.com
- Jennifer McCary
 - Bowling Green State University
 - Contact: 419-372-2141, jmccary@bgsu.edu
- Jennifer Pizio
 - The University of Toledo
 - Contact: 419.530.5566, jennifer.pizio@utoledo.edu
- Sheila Eason
 - The Employers Association
 - (419) 893-3000, sheila.eason@theea.org
- John Jones
 - Promedica
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CONCLUSION

NEW INITIATIVES REQUIRE A NEW STRATEGY

Working towards implementing D&I into the Toledo Regional Chamber of Commerce is not an easy task. As we've seen, the region in which we are situated in is constantly changing and though we have opened ourselves up to the change, it will take more than a statement to see it in action. It is our hope that as we move along this developmental journey we will allow our businesses and community to move with us. D&I takes a lot of commitment and only together can we ensure it makes Toledo a better place to not only live, but also to work. As the data shows, D&I is more than just an initiative...it's a business imperative. Without it our organizations can lag behind and result in a loss of employee engagement. To combat this, we must recognize that D&I can only prosper if we acknowledge;

- A top down approach is not enough
- Diversity awareness training for staff, the board, volunteers and mentors is key
- Inclusion is ongoing and not a one-off training
- D&I is a performance marker for all employees and not just the organization
- There are ways for diverse people to connect

Having these ideas in mind, the Chamber is one step closer to ensuring D&I is at the forefront of the organization. Looking at our projected goals for the upcoming year we hope to stay on task for their completion to show how serious we are about D&I. By explaining the process into D&I, the research behind the initiative, current channels of services, evaluation of demographics in the Chamber and Toledo, and finally introducing a time-lined approach to our goals, we hope that this information continues to be valuable to our ever-changing journey. As we put a close to this first report we want to make sure that more disclosure will be given to our members and the community as a way to not only keep us accountable for our words, but also credible in our actions.

- *The Toledo Regional Chamber of Commerce*
Summer 2019