



## ***Advance Now* Leadership and Diversity Workgroup Report**

### **I. TEAM**

#### **A. Co-Chairs**

Kaleem Caire, Urban League of Greater Madison  
Anne Carter, Alliant Energy

#### **B. Members**

Anne Katz, Arts Wisconsin  
Molly Lahr, Wisconsin Technology Council  
Annette Miller, Madison Gas and Electric  
Bill Rizzo, UW Extension - Dane County  
Jenna Weber, CONNECT Madison  
Errin Welty, Vierbicher Associates  
Bill White, Michael Best and Friedrich, LLP, MREP  
Kennan Wood, Wood Communications Group

#### **C. Madison Region Economic Partnership (MREP) Staff Representative**

Paul Jadin, President

### **II. WORKGROUP BACKGROUND/RELATION TO ADVANCE NOW**

The success of *Advance Now* relies on being inclusive of our diverse communities and engaging leaders as we grow and develop the Madison Region. The Leadership and Diversity Workgroup looked at ways to assist small and large businesses with providing more job opportunities for emerging leaders, diverse professionals, and those who are economically disadvantaged. The workgroup also assessed how these needs are being addressed currently, and what might be done better. The leading recommendations of the workgroup will offer the region's diverse and emerging leaders increased opportunity for personal and professional success, ultimately providing a reason to call the Madison Region home.

Presently, there are few people of color serving in executive leadership and management roles in private, public, or nonprofit businesses in the Madison Region. According to the 2010 Census, the region's largest county (Dane) is home to 1,824 publicly held businesses. Not one was led by a person of color. Additionally, of the 8,868 privately held businesses that had paid employees, just 4.7% (421) were owned by a person of color, while communities of color represented 15.3% of the total county population.



In 2012, the University of Wisconsin-Madison graduated 6,650 students with bachelor's degrees and 3,573 students with graduate and professional degrees. It is common conversation among employers and professional organizations that more must be done to retain a greater share of these graduates in our region.

### III. TEAM WORK PLAN

April 11, 2013

- Reviewed *Advance Now* Strategy
- Discussed expectations for workgroup

April 22, 2013

- Discussed regional demographics (race/ethnicity, per capita income, and age group) and the impact on socioeconomic disparities
- Brainstormed ideas to explore for recommendations

April 26, 2013

- Continued brainstorming and generated 12 significant ideas
- Voted to rank the ideas based on impact and feasibility

May 7, 2013

- Discussed top ranking ideas
- Narrowed focus to four goals

### IV. CRITICAL RECOMMENDATIONS

The workgroup delivers the following recommendations to Madison Region Economic Partnership (MREP) in commitment to strengthening diversity and inclusion and how it is embraced throughout the region's businesses.

#### **A. Establish a regional recruitment team that will benchmark best practices and produce an annual progress report on Diversity and Inclusion among the region's medium and large, private sector employers.**

Working with private sector human resource managers and the Madison Region's Society for Human Resources Managers (SHRM), MREP, Madison Area Diversity Roundtable (MADR), and the Urban League of Greater Madison (ULGM) will establish an adept team of professionals who will receive diversity, inclusion, and outreach training from seasoned human resource managers. These individuals will then serve as a search team to target fertile geographic areas of the United States to tell the Madison Region's story to people of color who are qualified to fill skill gaps and positions that have



historically been underrepresented by people of color.

The team will also develop guidelines for businesses to benchmark against with respect to best practices on recruitment, retention, and development. Involvement among the business community will be voluntary, but the team will issue an annual progress report to identify leaders in the effort and to encourage greater participation.

**B. Partner with the Urban League of Greater Madison to expand the Annual Workplace Diversity & Leadership Summit to a regional scale and promote the business case for diversity and inclusion.**

MREP has already fully partnered with ULGM on its 2013 Workplace Diversity and Leadership Summit, serving as a key collaborator in promotion and participation. MREP president Paul Jadin will also participate in a panel discussion on workplace diversity and its effect on business growth. The Workplace Diversity & Leadership Summit, already considered the state's premiere gathering of professionals committed to workplace diversity and inclusion, has application and relevance across the eight-county Madison Region. Through the partnership between MREP and ULGM, this event will broaden its reach and scope as it attracts professionals from the entire region and addresses topics pertinent to our diverse rural and urban communities. Going forward, MREP and ULGM will sustain its partner relationship to strengthen not only the Workplace Diversity and Leadership Summit, but also a full spectrum of other events and opportunities that deliver shared outcomes for both organizations.

**C. Establish an online directory that serves as a conduit for information about volunteer activities across all eight counties, linking diverse and emerging leaders with opportunities for board and civic service.**

MREP will establish a regional directory of nonprofit boards, commissions, authorities, and committees and identify how those roles are filled, what sort of individuals have occupied those roles in the past, who is responsible for filling them, and what the timelines are. It will also contact the higher profile boards to determine which of them are willing to host a young professional as an ex-officio member for a period of time. These opportunities will create better resumes for young and emerging leaders of all races and ethnicities while enhancing their networks and improving the bench strength of the various boards.

**D. Partner with employers and civic/professional groups to offer monthly networking and social events that rotate among the region's eight counties and build relationships among leaders, professionals, and citizens.**



The Madison Region is already home to several active groups serving diverse and young professionals and emerging leaders, but there is presently little collaboration or partnership among these groups. As a result, participants lack a coordinated opportunity to network with and learn from peers in other parts of the region and from other backgrounds. To address this, MREP will convene the region’s emerging leaders organizations under a regional umbrella on a regular basis, starting in the second or third year of *Advance Now* implementation. MREP will help facilitate the coordination of shared activities and the development of an annual event for emerging leaders in all eight counties. MREP will also build a directory of networking events to increase the visibility of opportunities for emerging leaders. By participating in ongoing cross-county events, emerging leaders will build connections across the region and establish deeper roots within their personal and professional communities.

**V. OWNERSHIP & PARTNERS FOR IMPLEMENTATION**

Establishing outcome-based partnerships among public and private entities will be critical to increasing personal and professional opportunities for emerging leaders and communities of color. It will also prove essential to foster involvement between people of other communities, other parts of the region, and other perspectives and experiences.

**A.** There are currently two organizations promoting and addressing workplace diversity broadly in the Madison Region: Madison Area Diversity Roundtable and the Urban League of Greater Madison. There are also a handful of organizations providing leadership development opportunities, but few address specific skills and competencies related to leading and managing in the workplace. A small number of organizations are addressing community-wide diversity through such activities as workshops and training, including the Diversity Action Team of Rock County, Communities United of Madison, and YWCA of Madison. The work of these groups can be leveraged to implement this workgroup’s recommendations.

Fortunately, the relationship between MREP and ULGM has already been built and continues to strengthen. MREP is a full partner in this year’s Workplace Diversity and Leadership Summit and will be able to play a more critical role in growing attendance in future years. The collaboration will impact many other areas as well. For instance, the two groups are already working together on recruitment of a specialty business to serve a disadvantaged neighborhood.

**B.** A regional recruitment and assessment team will require significant collaboration among ULGM, MREP, and the business community’s human resource



departments. SHRM will be a significant partner in its ability to help fine tune objectives and action steps while opening doors to critical new partners.

**C.** MREP will host and maintain the online directory of volunteer opportunities starting in late 2013, while ULGM will manage the list of potential volunteers. MREP and ULGM will work together to match volunteers with appropriate leadership and service opportunities. This list will be made available to elected officials seeking to fill their volunteer vacancies as well. MREP and ULGM will consider similar work being done by other local organizations (i.e. Forward Community Investments, United Way of Dane County) to ensure a complimentary approach to the project.

**D.** Finally, through a new staff position to be hired in late 2013, MREP will convene the region's emerging leaders organizations to coordinate shared activities and develop an annual event for emerging leaders in all eight counties. MREP does not currently employ anyone in this area, which means the responsibility will reside with the CEO and VP of Strategic Partnerships until an appropriate professional can be added.

## **VI. METRICS**

- 1.** Number of volunteer boards participating in board apprenticeships
- 2.** Number of emerging leaders and people of color receiving board assignments
- 3.** Number of candidates on ULGM's bench roster
- 4.** Number of recruitment trips made annually
- 5.** Number of candidates of color from outside of region interviewed and placed
- 6.** Number of region wide events on calendar for young professionals
- 7.** Number young and emerging professionals participating in organized group by county

## **VII. ESTIMATED COST**

The Leadership and Diversity Workgroup will assist MREP in further analyzing costs, but at this time, it is expected that any costs of convening the recruitment and assessment team would be borne by companies with specific recruitment needs. The online directories are expected to have an initial cost of about \$10,000, with that amount being shared between ULGM and MREP. The major expense will be for the position to be established at MREP (as spelled out in the initial *Advance Now* plan). Additional costs relating to the workgroup's recommendations are expected to range from \$35,000 to \$50,000.



**Exhibit A: Regional Demographic Data**

| <b>2010 Racial Composition</b>               | <b>Madison Region</b> |          | <b>Madison Region % to Total Population - by County</b> |             |              |              |             |                  |             |             |
|--|-----------------------|----------|---|-------------|--------------|--------------|-------------|------------------|-------------|-------------|
|  | <b>Total</b>          | <b>%</b> | <b>Columbia</b>   | <b>Dane</b> | <b>Dodge</b> | <b>Green</b> | <b>Iowa</b> | <b>Jefferson</b> | <b>Rock</b> | <b>Sauk</b> |
| <i>Source: US Census Bureau, 2010 Census</i> |                       |          |   |             |              |              |             |                  |             |             |
| Asian alone                                  | 26,468                | 2.6%     | 0.5%  | 4.7%        | 0.5%         | 0.5%         | 0.5%        | 0.7%             | 1.0%        | 0.5%        |
| Black or African American alone              | 36,722                | 3.7%     | 1.2%  | 5.1%        | 2.7%         | 0.4%         | 0.4%        | 0.8%             | 4.8%        | 0.5%        |
| Hispanic or Latino (of any race)             | 55,614                | 5.6%     | 2.5%  | 5.9%        | 4.0%         | 2.8%         | 1.4%        | 6.6%             | 7.6%        | 4.3%        |
| Other  | 20,165                | 2.0%     | 1.3%  | 2.5%        | 1.2%         | 1.0%         | 1.0%        | 1.3%             | 2.1%        | 2.1%        |
| White alone                                  | 861,218               | 86.1%    | 94.4%   | 81.9%       | 91.6%        | 95.3%        | 96.7%       | 90.7%            | 84.5%       | 92.5%       |

| <b>Per Capita Personal Income</b> | <b>Madison</b> | <b>Madison Region - by County</b> |             |              |              |             |                  |             |             |
|-----------------------------------|----------------|-----------------------------------|-------------|--------------|--------------|-------------|------------------|-------------|-------------|
|                                   | <b>Total</b>   | <b>Columbia</b>                   | <b>Dane</b> | <b>Dodge</b> | <b>Green</b> | <b>Iowa</b> | <b>Jefferson</b> | <b>Rock</b> | <b>Sauk</b> |
| <i>2001, 2006, 2011</i>           |                |                                   |             |              |              |             |                  |             |             |
| 2001                              | 31,428         | \$30,466                          | \$35,307    | \$26,208     | \$28,474     | \$28,214    | \$29,251         | \$26,704    | \$29,273    |
| 2006                              | 37,615         | \$36,521                          | \$43,343    | \$29,843     | \$33,458     | \$33,018    | \$32,611         | \$30,975    | \$34,365    |
| 2011                              | 41,240         | \$40,580                          | \$46,916    | \$35,086     | \$38,324     | \$38,940    | \$35,016         | \$33,305    | \$36,782    |
| % Change 2001-2011                | 31%            | 33%                               | 33%         | 34%          | 35%          | 38%         | 20%              | 25%         | 26%         |
| % Change 2006-2011                | 10%            | 11%                               | 8%          | 18%          | 15%          | 18%         | 7%               | 8%          | 7%          |

Source: Bureau of Economic Analysis, Personal Income Summary



2010 Madison Region Population by Age Group

