



Expanding the Circle:

An Assessment of Asian American Participation
in Metropolitan Chicago Civic Institutions



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Introduction



The **Expanding the Circle** report was developed by the Asian American Institute's Catalyst for a Responsive Civic Leadership (CRCL) project and the South Asian American Policy and Research Institute (SAAPRI). The report aims to:

- Describe the current status of Asian American participation in local boards and commissions;
- Identify any barriers to Asian American board participation; and
- Recommend strategies for increasing Asian American representation.

The **Asian American Institute** (AAI) is a pan-Asian non-partisan organization, whose mission is to empower the Asian American community through advocacy by utilizing research, education, and coalition-building. To accomplish our mission, AAI works in the following program areas:

- Community Organizing
- Leadership Development
- Legal Advocacy
- Research and Education

Within our leadership development program focus, and with an Immigrant Integration Initiative grant from the Chicago Community Trust, AAI created the CRCL project, whose goal is to more equitably distribute resources to the Asian American community by increasing Asian American representation in the leadership of key civic institutions in metropolitan Chicago. AAI was selected as one of three grantees working in the area of immigrant leadership. CRCL project activities include:

- Conducting an initial assessment of the civic institution landscape;
- Developing an inventory of local Asian American leaders;
- Creating a leadership training program;
- Building relationships with civic institutions to advocate for the placement of qualified candidates;
- Hosting educational roundtables that bring board and commission members and community leaders into relationship with one another, to increase the effectiveness of community advocacy.

The **Expanding the Circle** report is part of the first phase of the CRCL project, providing baseline data and strategic recommendations for increasing Asian American board representation. As AAI implements the next phase of this project, we will incorporate a number of these recommendations into our work, and will encourage like-minded organizations and institutions to adopt these strategies as well.



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- **Southwest Airlines**
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AAI thanks the many individuals who contributed ideas and suggestions to this report, and appreciates the participation of the following organizations in the interview process:

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- **Russell Reynolds**
- **Rush University**
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Background



Asian Americans are one of the fastest-growing populations in the United States. According to 2007 Census estimates, they number over 617,000, representing 4.8% of the state's population, an increase of 47% since 2000. In Illinois, this diverse and often over-looked community includes Americans of Bangladeshi, Cambodian, Chinese, Filipino, Hmong, Indian, Indonesian, Japanese, Korean, Laotian, Nepali, Pakistani, Thai, Tibetan and Vietnamese descent. Nationally, the Census Bureau estimates that Asian Americans will double by the year 2050, becoming nearly 10% of the U.S. population.

While Asian Americans are frequently stereotyped as “perpetual foreigners” with questionable allegiances to overseas nations, or successful “model minorities” who have achieved the American dream, in reality they are an ethnically and socioeconomically diverse community. For example, 2000 Census data show that Chicago's Korean American community has a poverty rate of 30%, the highest rate of all racial and ethnic groups citywide, while 36% of Cambodian American women have not achieved an education level past the 9th grade. In addition, according to the 2000 Census, Cambodians, Pakistanis, and Vietnamese Americans had among the lowest per capita incomes in the city of Chicago. In Chicago, 35% of APA households are linguistically isolated, meaning that no one aged 14 or older speaks English very well.

Despite the community's rapid growth and complexity of concerns, the Asian American community's civic representation remains limited. Currently, with the exception of a small number of judges and village township officials, there are no Asian American elected officials at the city of Chicago, Cook County, state or federal levels. Asian Americans are also not well represented on the boards of mainstream civic institutions (corporate, governmental, non-profit, and philanthropic organizations). This means that there are few Asian American voices participating in key decisions that affect the distribution of local resources, opportunities, and services.

In the corporate arena, while Asian Americans are making progress in advancement, there are still few Asian Americans in the boardroom. According to the Corporate Board Report Card published annually by the Committee of 100, a national organization of Chinese Americans:

- Asians and Asian Americans hold just 1.5% of Fortune 500 board seats.
- Among the 500 largest public US companies, only 15% had any Asian American board members.
- Asian Americans comprise less than 0.3% of U.S. senior executives.
- Midwestern Asian Americans account for less than 20% of the current Asian American board seats.

¹2007 Corporate Board Report Card - A report on directors of Asian American ethnicity on Fortune 500 Boards, Committee of 100, May 2007



Background continued

At the national level, Asian American participation on non-profit boards is also low. BoardSource's Nonprofit Governance Index 2004² survey of (399) nonprofit board members and (398) chief executives indicate that Boards remain largely white (91%), while Asian Americans comprise only approximately 1% of Board members.

In philanthropy, foundation giving has not kept pace with the growth of Asian American communities or with foundations' asset growth. As reported by the Foundation Center in 2006, 2004 foundation funding to Asian Americans and Pacific Islanders represented just 0.4% of all U.S. foundation dollars, though this group comprises 4.5% of the U.S. population. According to Asian Americans/Pacific Islanders in Philanthropy (AAPIP), limited support for Asian American-led organizations negatively impacts the long-term viability of the organizations and diminishes the voice of Asian American communities in the civic infrastructure³.

A national AAPIP study indicates that the number of Asian Americans and Pacific Islanders on foundation boards has remained relatively steady over the years (1994-2004). However, the percentage has increased slowly over the same period from 19.6 to 22.9% of all foundation board members⁴. The Southern California Chapter of the organization has recently begun a concerted effort to recruit and nominate Asian Americans to serve on foundation Boards and as Trustees. (Results from these efforts are not yet available.)

For instance, the Diversity in Philanthropy Project has put out a call to action encourage foundation leaders to stimulate discussion that focuses on diversity of race, ethnicity, gender, sexual identity, disability, educational background, age, geographic location and religious belief. Research shows the increased value of having a diverse and inclusive group of people, rather than individuals who are selected based on experience-based criteria alone⁵. And once there are more than three minorities on boards, the opportunities for influence equalize between all members⁶.

The time to shine the spotlight is right. A number of sectors are considering institutionalizing diversity, and it is important that Asian Americans be an active part of this dialogue.

² Nonprofit Board Governance Index 2004 published by BoardSource (www.boardsource.org)

³ Growing Opportunities, AAPIP, June 2007

⁴ Growing Opportunities, AAPIP, June 2007

⁵ Scott E. Page. *The difference: How the power of diversity creates better groups, firms, schools and societies*. (Princeton University Press, 2007)

⁶ Phil Buchanan, Ellie Buteau, Sarah di Troia, Romero Hayman. *Beyond Compliance: The trustee viewpoint on effective foundation governance*. (The Center for Effective Philanthropy)



Methods



To conduct the assessment, we reviewed data from institutions in four key sectors:

- Corporations
- Foundations
- Non-profit organizations
- Government Commissions

Approximately 15 of the largest institutions were chosen in each category. The assumption was that these leading organizations play an important role in setting trends and shaping public and corporate policy, thus providing a critical snapshot of Asian American participation at decision-making levels within mainstream institutions. All of these are prominent institutions, and its members are perceived to be powerful and influential in business, policy and philanthropy. Most are widely known and easily recognized by the general population.

The types of non-profit organizations and government commissions were selected based on their importance not only to the Asian American community but also on the broad influence in the region. The primary sectors considered were health and human services, education, community development, safety, and arts and culture, for the reasons described below:

o Two million Asian Americans live without any health insurance, with Korean Americans having the highest rate (40%) of uninsurance among all racial and ethnic groups. Options and policies for improving the safety nets available through public and private sources are significant in the current climate of rising healthcare costs and limited health access⁷.

o Education is one of the most widely used indicators of socioeconomic status in the U.S. While members of some Asian American ethnic groups have attained high levels of educational success, there are other groups for which the majority have not completed a high school education. For instance, more than half of all South Asians have completed a bachelor's degree, while this number is less than 6% among Laotians and Cambodians⁸. If educational attainment is an indicator of the future success of the country, it is important for Asian Americans to be part of the dialogue.

o In an interim report to the President in 2001⁹, the Advisory Commission on Asian Americans and Pacific Islanders included among its priority issues the need to strengthen and sustain Asian American community capacity. The report notes that federal contracting, loan, and other business development assistance programs are limited in their accessibility to Asian Americans.

⁷ Diverse Communities, Diverse Experiences: The status of Asian Americans and Pacific Islanders in the US, published by APIAHF.

⁸ Ibid.

⁹ Asian Americans and Pacific Islanders – A People Looking Forward – Action for Access and Partnerships in the 21st Century, President's Advisory Commission on AAPIs, January 2001.



Methods continued

“While there are numerous examples of entrepreneurial and economic successes, many Asian Americans and Pacific Islanders still face significant barriers to building and maintaining sustainable communities. In order to improve the quality of life for Asian Americans and Pacific Islanders, public and private sectors must come together to invest adequate funding and resources for the housing, community and economic development needs of Asian American and Pacific Islander communities.”

o The same report also makes note that Asian Americans are targeted by law enforcement based on negative stereotypes. It indicates, “Responding to and preventing such violence requires both short-term actions such as improved data collection, training of law enforcement personnel and community outreach and education as well as long-term strategies to address continuing racial bias in American society.” The importance of having Asian American voices at the table cannot be minimized.

o This assessment report includes arts and culture as a key sector because the city of Chicago’s cultural and arts institutions play a key role in its vibrancy and its national stature. As Chicago competes for the 2016 Olympics, these institutions will also play a key role on the international stage.

Corporate Boards: We selected the top 15 Fortune 500 companies in the Chicago area by 2007 revenue¹⁰ and identified the number of Asian Americans on each of these Boards. Much of this is public information available on the corporations’ websites.

Foundation Boards and Trustees: Foundation executives in Chicago and elsewhere are grappling with the issue of diversity because of the Diversity in Philanthropy Project. Similar to the corporations, we chose the top 14 grantmaking foundations by the size of their grants¹¹. This list includes both public and private foundations. We included private family foundations in the assessment because an initial scan revealed that some family foundations were able to include racially diverse members as trustees; therefore opportunities were available in this sector.

Nonprofit Boards: With assistance from the Donors Forum of Chicago¹², we chose large nonprofits in four main areas – arts and culture, education, healthcare, human services. In order to collect information on Board diversity, we sent an online questionnaire to representatives of the organizations. We received 12 responses, one of which did not include information on the racial breakdown of the members.

Government Commissions: We reviewed diversity among 27 key state and city government commissions. The commissions selected have a broad impact on Asian American communities, addressing issues such as community development, education, healthcare, housing, human services and safety.

¹⁰ Fortune.com

¹¹ Council on Foundations

¹² GuideStar



Methods continued



In addition to reviewing the quantitative information, we also elected to interview representatives from a selection of the targeted institutions, to gather their practical perspectives on recruiting Asian Americans for boards and commissions. At the suggestion of the Steering Committee, we also elected to interview representatives of major search firms that recruit corporate board members. The goals of the interviews were to gather information about the experience of organizations with Asian Americans, the barriers to their inclusion and the sources from which they sought these representatives.

Finally, we interviewed several Asian Americans who have served on mainstream governmental commissions and nonprofit boards to ask them about how they were recruited to join these boards, what their board service experience was like, what trainings they would have liked to have had, and what recommendations they would offer to other individuals seeking to gain board service.

The assessment was further informed by discussions with the Steering Committee who provided input into developing strategic recommendations.



Findings

Our findings are summarized below in Table 1 and in Figures 1 and 2. As shown, the corporations had both the lowest percentage of boards with any Asian American members (13%) and the lowest percentage of Asian American members (1%). The nonprofit sector had the highest percentage of organizations (83%) had at least one Asian American board member, yet Asian Americans comprised only 2% of total nonprofit board members. Less than half of governmental commissions had at least one Asian American member, but overall this sector had the largest percentage of Asian American members – just 5%.

Table 1: Board Size and Composition

	Number of Institutions Assessed	Average Board size	Boards w/Asian Americans	% w/Asian Americans	% of Asian Americans
Corporations	15	12	2	13%	1%
Foundations	14	12	3	21%	3%
Nonprofit Organizations	12	47	10	83%	2%
Government Commissions	27	17	12	44%	5%

Figure 1: Boards and Commissions with Asian American Participation by Sector, for leading civic institutions

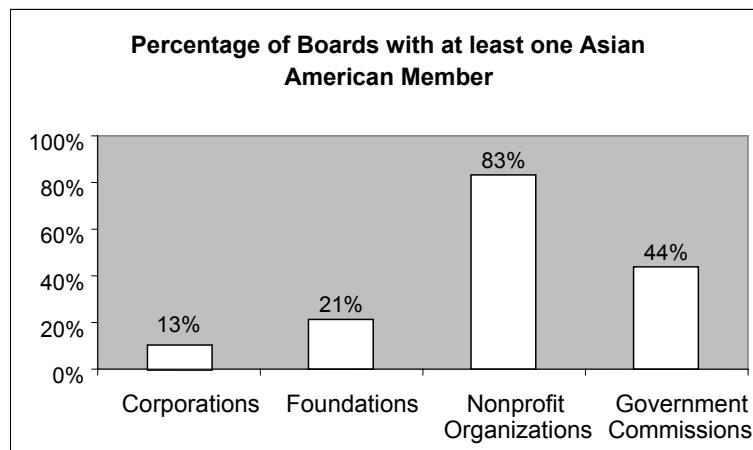
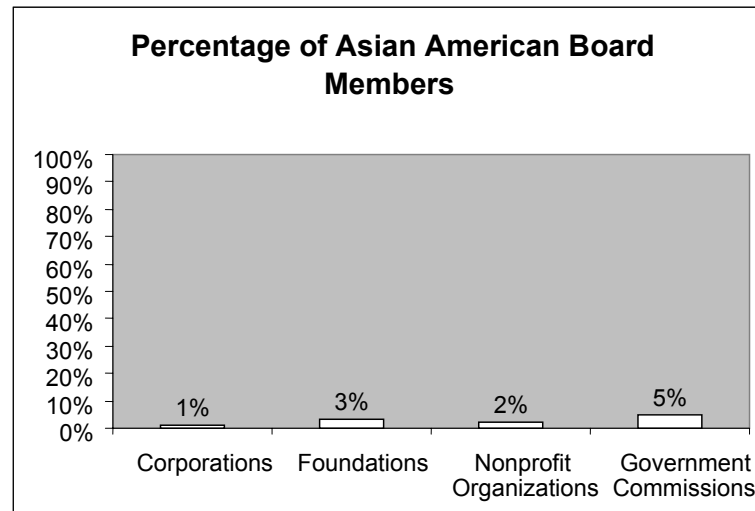


Figure 2: Percentage of Asian American Board and Commission members by Sector, for leading civic institutions



The boards that do include Asian Americans usually had only one Asian American member; none of the boards and commissions reviewed in this report had more than three Asian American members. Nonprofit organizations, which on average have larger boards, were more likely to have more than one Asian American board member.

The interviews conducted with representatives from each sector provided some insights into the relatively low participation of Asian Americans on these boards and commissions.

- In many cases, Asian Americans are not specifically sought out as part of diversity goals. This is true even in organizations that consider diversity to be an extremely important priority.
- Search firms used by major corporations focus primarily on those with industry-specific executive experience, including CEOs, CFOs and legal counsels; racial and ethnic diversity is not the leading factor.
- Although Asia has gained significant global stature and business interest, corporate expansion into Asian markets only occasionally results in the addition of Asian Americans on corporate boards.
- Board selection committees of non-profit organizations and foundations generally nominate members based on who they already know, which leads to members who mirror their social circle.



Findings continued

On the other hand, among the interview respondents who had experience with Asian Americans on their boards, their consistent view was that these Asian Americans were very effective as board members and were willing and able to take leadership roles.

Interviews with Asian Americans who currently and previously served on nonprofit boards and governmental commissions also shed light on this issue.

- These Asian Americans were typically recruited through colleagues, political contacts, and friends, and in several instances involving governmental commissions, they were filling a vacancy that was previously filled by another Asian American; there seemed to be an understanding that this was an “Asian American slot”.
- Some individuals stated the perspective that some Asian Americans may need more encouragement and training to “toot their own horn” to be noticed and recruited for Board service and to have their opinions heard and valued in the boardroom.

In addition, the interviews with Asian Americans also generated suggestions for making their board service more effective:

- Several individuals mentioned feeling “lost” during their early nonprofit board service; a mentorship program and having someone to talk through a leadership/ career path would have been helpful, in addition to a “toolkit” for prospective/new board members.
- There was an observation that Asian Americans often feel they have to play a peacemaker role on a board, and could benefit from trainings on dealing with conflict and controversy.
- In addition, several interviewees noted that during their governmental board service, they were the only Asian American members on their respective boards. They struggled to effectively advocate for Asian American concerns while at the same time maintaining neutrality to serve the greater mission of the board.
- Also, some individuals felt disconnected from the Asian American community and wished that they had had stronger relationships with community institutions during that period to be more effective.



Discussion: Barriers and Perceptions

This section includes a discussion of barriers and perceptions identified through the interview process, as well as through discussions with Steering Committee members. While they may be only perceptions, they are observed both within the Asian American community and also by those who are in a position to recruit Asian Americans to leadership positions, and can thus have very real consequences on the inclusion of Asian Americans.

Corporate Barriers

- **Corporations typically seek board members who are chief executives of other corporations**, and there are few Asian Americans who are CEOs among the Fortune 500 companies, making this pool very small. For instance, the UAL Corporation provides in its guidelines for corporate governance¹³ the following:

The Board seeks independent directors from diverse professional backgrounds who combine a broad spectrum of experience and expertise with a reputation for integrity. Directors should have experience in positions with a high degree of responsibility, be selected based upon contributions they can make to the Board, and upon their willingness to devote adequate time and effort to Board responsibilities.

- **In addition, few corporate boards explicitly state diversity as a key criterion.** One exception to this rule is John Deere & Company -- one of the few corporations in this study that has an Asian American board member – which states in its board governance criteria¹⁴:

Board Membership Criteria

As a part of its screening of candidates for nomination to the full board, the Corporate Governance Committee considers issues of skills, experience, international versus domestic background, diversity, age, and legal and regulatory requirements in the context of an assessment of the perceived needs of the board.

Executive Search Barriers

- **Executive search firms do not focus on recruiting Asian Americans unless a specific request is made by a client.** Instead, they are primarily concerned with seeking corporate board candidates with specific business interests; individuals with executive, financial and legal expertise. Businesses investing heavily in Asia do express a preference for individuals with experience in those countries but this does not necessarily translate to Asians or Asian Americans. According to one search firm partner we interviewed, corporations preferred to stick with individuals “like themselves,” which generally meant non-Asian Americans.

¹³ <http://ir.united.com/phoenix.zhtml?c=83680&p=irol-govGuidelines>

¹⁴ http://www.deere.com/en_US/investinfo/corpgov/policies.html



Discussion: Barriers and Perceptions continued

Philanthropy Barriers

- **Family foundations comprise a significant portion of Chicago area philanthropy, and their boards are typically comprised of family members.** However, there are some family foundations that have successfully integrated non-family members to add to their diversity.
- **Philanthropic board nomination and selection processes tend to be internally driven, with members relying on personal contacts.** For the most part, public foundations have more opportunities than private foundations to include Asian Americans in their boards. Nevertheless, the majority of the public foundations reviewed for this assessment currently have no Asian Americans as board members or trustees. The implication for Asian Americans is that their networks must be broad to stretch into these sectors.

Perceptions about Asian Americans

- **Perception: Asian Americans are not a minority group.** In the Chicago area, organizations concerned about racial and ethnic diversity are more likely to seek out individuals from larger populations (i.e. African Americans and Latinos) than Asian Americans. This is a missed opportunity in light of the rapid growth of the Asian American consumer market, both statewide and nationally.
- **Perception: Asian Americans do not seek out leadership positions, including Board participation, as part of their career growth.** A common assumption is that although a large number of Asian Americans may be highly educated, they focus on technical expertise rather than management and executive decision-making, which contributes to a limited upward “pipeline” for Asian Americans. In addition, Asian Americans may focus on the quality of their work output and not on the additional intangibles that may be necessary to move into leadership positions. Because of this, Asian Americans may be overlooked for leadership positions, which then creates a lack of Asian American executive role models, creating a self-perpetuating cycle.
- **Perception: Asian American corporate managers and executives are not as active in supporting and mentoring other Asian Americans within their organizations.** Many Asian Americans have experienced the burden of being stereotyped or pigeonholed by Americans of non-Asian descent within the workplace. As a reaction to this, some may over-emphasize their mainstream capabilities and contacts, while minimizing their ethnic or racial affiliations.



Discussion: Barriers and Perceptions continued

- **Perception: Asian Americans have limited professional networks.** Although growing numbers of Asian Americans have the “right” education and experience (law, finance, management) to effectively serve on boards and commissions, their professional network is perceived to be relatively small. It is also perceived (by both Asian Americans and non-Asian Americans) that Asian Americans are less proficient at networking among both their peers and their higher-ups, and that they are not as savvy about cultivating relationships that may be beneficial for their career growth. The perception is that Asian Americans focus on work but not on “network”. The lack of the breadth of networks is not just limited to professional spheres, but in other areas as well. In social spheres, the perceived focus is on the family and often not broadly on the community.

- **Perception: Middle managers on a fast-track career often cannot commit time to serve effectively on boards.** This issue, while not unique to Asian Americans, was mentioned by an interview respondent in relation to recruiting diverse candidates:

“For minorities in middle management, it’s hard to recruit them before they become the biggest thing in town; they’re in the middle of a fast-track career and the demands on their time are often too great. When people can only attend the quarterly board meetings (but not the committee meetings) their contribution to the board is very limited.”

- **Perception: “The squeaky wheel gets the grease:”** There is a perception that other racial and ethnic communities have been more successful in being included on a variety of boards and commissions in part because they have been able to both publically demand these positions, and, in turn, satisfy the demand by recommending qualified candidates who are willing and able to serve. Other communities have been vocal in their requests for inclusion and have also been responsive in expressing their gratitude when their requests have been met. There is some perception that this does not regularly occur in the Asian American community.



Recommendations

To address the previously described barriers and perceptions, the Steering Committee as well as some of our interviewees recommended a number of strategies:

Identify qualified board candidates

- Create a database of qualified Asian American candidates that can be a central repository (and a 'go to' resource).
- Target the NASDAQ companies to identify Asian American candidates. This includes smaller companies which may be likely to include a larger number of Asian Americans. They also include a number of technology companies, quite a few of which have Asian Americans in prominent positions.

Collaborate with like-minded projects and organizations

- Collaborate with Chicago United, the National Association of Asian American Professionals, and other professional organizations to build a pipeline of current and potential Board members.
- Collaborate with foundations working toward board diversity, to ensure Asian American participation. It is important to be part of the dialogue on developing and implementing diversity plans, to include concrete and specific steps to expand representation and engagement from the Asian American community.

Engage executive search firms

- Engage in dialogue and develop strategic relationships with national executive search firms such as Korn Ferry International or Russell Reynolds to provide opportunities for qualified Asian Americans.
- Encourage Asian Americans to develop careers in the executive search industry, as a means of expanding outreach to Asian American executives.

Raise the public profile of Asian American leaders and issues

- Utilize mainstream media to highlight the presence and concerns of Asian American communities in Illinois to keep Asian Americans on the radar.
- Develop a local Asian American "Who's Who" publication of business and community leaders and generate publicity around this listing.



Recommendations continued

Develop the pipeline

- Create and support programs that mentor Asian American professionals and help develop their career paths along an executive track.
- Provide information, training and mentorship regarding board roles, qualifications, and necessary skills, to de-mystify the process.
- Provide educational programs to strengthen understanding and collaboration among Asian American professionals from different ethnic backgrounds.
- Help build peer networks, both formal and informal, to help individuals and institutions to include Asian Americans in their quest for greater diversity.
- Develop community programs to encourage participation. One interview respondent described this as getting people to “raise their hand” to let people know they are interested. As part of encouraging participation in non-profit boards, it may also be important to get Asian Americans to participate on committees or volunteering as a first step in the path to board membership.

Apply community pressure

- Empower the Asian American community to demand increased representation, highlighting the rapidly-growing Asian American market and prominent and wealthy Asian Americans.
- Utilize Asian American ethnic media to publicize these concerns and to share data and tools for community advocacy.
- Track progress, communicate accomplishments and share lessons learned, to establish benchmarks and enhance transparency and public accountability.



Conclusions



To effectively expand the circle of board and commission members to include qualified Asian Americans, a collaborative and multi-pronged approach is needed.

- Advocates should work with mainstream media to showcase Asian American communities and leaders as an active and vital part of Chicago's civic landscape.
- Corporate recruiters, as well as foundation and nonprofit nominations committees should recognize the value that qualified Asian Americans can bring to their institutions, and should expand their outreach beyond the usual suspects.
- Asian American professionals should step forward to intentionally expand their networks and to serve on boards and commissions, with the understanding that such service not only advances their individual careers but also potentially advances the status of Asian American communities.
- Asian American leadership organizations and employee affinity groups should develop programs to strengthen and support the advancement and board service of Asian American professionals.
- Asian American community organizations should advocate for their constituents and issues to be addressed by and represented on vital boards and commissions.

An estimated 617,000 Asian Americans currently reside in Illinois, contributing to society and to the local economy as advocates, consumers, educators, entrepreneurs, executives, health care providers, philanthropists, scientists, small business owners, social service professionals, and taxi workers, among other roles. Integrating Asian Americans fully into local civic institutions will not only empower Asian Americans, but will also strengthen the region's capacity to effectively engage and address its increasingly diverse population.



Civic Institutions



Corporations

Abbott Laboratories
 Allstate
 Archer Daniels Midland
 Baxter International
 Boeing
 Caterpillar
 Deere
 Exelon
 Illinois Tool Works
 McDonald's
 Motorola
 Sears Holdings
 State Farm Insurance
 Sara Lee
 United Airlines
 Walgreens

Foundations

The Chicago Community Trust
 Chase Foundation
 Comer Science & Education Foundation
 Florik Charitable Trust
 Lloyd A Fry Foundation
 Grand Victoria Foundation
 The Irving Harris Foundation
 The Joyce Foundation
 John D. & Catherine T.
 MacArthur Foundation
 Michael Reese Health Trust
 Polk Bros. Foundation
 Pritzker Foundation
 Sara Lee Foundation
 Retirement Research Foundation
 Woods Fund of Chicago

Governmental Commissions

Capital Development Board
 Chicago Board of Election Commissioners
 Chicago Board of Health
 Chicago Metropolitan Agency for Planning
 Chicago Park District Commissioners
 Chicago Plan Commission
 Chicago Police Board
 Chicago Public Library
 Chicago Public Schools
 Chicago Transit Authority Board
 Children's Mental Health Partnership
 City Colleges Board of Trustees
 CTA Board
 Early Learning Council
 Governor's Commission on Discrimination and Hate Crimes
 Illinois Board of Higher Education
 Illinois Community College Board
 Illinois Finance Authority
 Illinois Human Rights Commission
 Illinois Violence Prevention Authority
 Metropolitan Pier and Expo Authority
 Older Adult Services Advisory Committee
 State Board of Education
 State Board of Elections
 State Board of Health
 State Police Merit Board
 University of Illinois

Nonprofit Organizations

Art Institute of Chicago
 Chicago Charter School Foundation
 Columbia College
 Greater Chicago Food Depository
 Hull House Association
 John G Shedd Aquarium Society
 Latin School of Chicago
 Museum of Science and Industry
 Rush University Medical Center
 Uhlich Children's Home
 University of Chicago
 Window to the World Communications, Inc.
 YMCA of Metropolitan Chicago

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