Executive summary

Chicago benefits from a robust community of cultural, civic, and nonprofit organizations that distinguishes this city among its global peers. Today these organizations face the challenge of diversifying their executive leadership and governance structures to actually reflect the communities they serve and the donors who support them. We spent the past several months surveying Chicago-based organizations to identify groups that have done this successfully and are benefiting from their efforts. Our profiles of these groups offer tangible examples of techniques being used to diversify boards and describe their impact. This study is not meant to be exhaustive, nor is it an academic white paper. Rather, it identifies and profiles leading Chicago-area civic groups that are using innovative means to build their organizations for the long term. Many of these “best practices” are broadly applicable, and our hope is that readers will take away practical solutions that can be implemented in their organizations. Specific techniques being used to increase leadership diversity include allowing more flexibility on minimum contribution levels for board positions, engaging volunteers with board committees that have oversight of key strategic decisions, and proactively targeting minority organizations to identify prospects.

Organizations taking this long-term approach are benefiting from new perspectives that appeal to a broader audience, are more relevant to members and donors, and stand to strengthen their relationships with individual and corporate donors.
# Table of Contents

Executive summary. .................................................................................................................. 1

Improving overall engagement and board diversity at Chicago’s civic and nonprofit organizations ........ 4

The opportunity .......................................................................................................................... 4

The expectations of two corporate partners ............................................................................. 5

Best practice example: Identifying sources of new leadership ..................................................... 5

   Academy for Global Citizenship ............................................................................................... 5

Best practice example: Adopting a deliberate strategy for engagement ....................................... 6

   Chairmen’s Advisory Council: Big Shoulders Fund ................................................................. 6

Best practice example: Board diversity generating broader alumni engagement ....................... 7

   Northwestern University Chicago Regional Board ................................................................. 7

Best practice example: Diversity in many dimensions ............................................................... 8

   Leadership Greater Chicago ................................................................................................... 8

Key findings .................................................................................................................................. 8

   Guidelines for engaging diverse board members ................................................................. 8

Recommendations ..................................................................................................................... 8

   Commit to cultivating the next generation of civic and nonprofit leaders ......................... 8

   Corporate partnerships ........................................................................................................... 9

The Emerging Leaders Program ............................................................................................... 9

   Acknowledgments ................................................................................................................ 9

   Author biographies ................................................................................................................. 10

Endnotes ..................................................................................................................................... 12

Bibliography .............................................................................................................................. 12
Improving overall engagement and board diversity at Chicago's civic and nonprofit organizations

A vibrant civic life can make a city more globally competitive. Chicago has a proud tradition of civic leadership. As the business environment evolves, however, civic and nonprofit leaders are expressing concerns about how to best engage a diverse group of women and men to serve on their boards of directors and in other leadership positions.

Civic and nonprofit organizations compete for resources just like other businesses. A major area of competition is for board leadership and donors. Organizations that are not diversifying their boards run the risk of losing out on talent and funding. Key challenges to engaging the next cohort of leaders include understanding their motivations and overcoming their competing professional and personal time commitments.

While boards can benefit from member longevity, this trend may also undermine other goals. Indeed, national data confirms that boards of civic and nonprofit organizations could more accurately reflect their communities and the constituents they serve. In a survey conducted in 2009, for example, foundation boards across the country were comprised of 74 percent of people over 50 and 85 percent non-Hispanic whites. Only 7 percent of board members were black/African American, compared to 12.8 percent of the US population in 2008.1

Many boards have opportunities to become more diverse in various dimensions, including age, gender, and ethnicity, but also in ways that may be specific to the organization. Board diversity enables an organization to benefit from a broader range of perspectives when making decisions. Specific correlations in the world of corporate boards have shown improvement through increasing the women on boards. For instance, a 2007 study suggests that companies with more women directors financially outperformed those with the least by 53 percent.2

Nonprofits and civic groups often focus on recruiting prospective donors for the board. While donations are essential to survival, efforts to widen pathways to diverse leadership, particularly in the case of age diversity, at pre-board levels hold promise of supporting the mission and long-term financial health of Chicago's civic and nonprofit organizations.

This report discusses how cultural institutions, clubs, think tanks, and other nonprofits can increase civic engagement of men and women from their mid-30’s to age 50 without compromising financial needs and objectives. The opportunities for Chicago's nonprofits to explore age and other dimensions, including gender and ethnicity are considered. We hypothesize that efforts to widen pathways to leadership at pre-board levels have the potential to support the mission and financial health of many of Chicago's nonprofit organizations.

We believe that continued vibrant civic leadership and successful nonprofit organizations will enable Chicago to maintain its attraction as a global city. Efforts to increase the diversity of leadership in civic organizations by engaging a diverse group of men and women for future board leadership will support that aim.

The opportunity

Many nonprofits have associates groups or other pre-board entities to engage those in their 20s to the mid-30s. But there are fewer structures in place to engage those up to age 50. This represents an opportunity for Chicago's nonprofit and civic organizations to actively identify a generation of diverse future leaders as well as those who have moved beyond the “young professionals” organizations.

While individuals who are members of organizations may not be ready in terms of time, money, or interest to serve on “big” (versus auxiliary) boards, they have significant potential as donors and contributors of time and talent. By targeting these leaders, nonprofit organizations have the opportunity to capture a possible long-term strategic and fundraising advantage. We conclude this from interviews and case studies involving a range of Chicago's civic and nonprofit leadership.

Several organizations in the Chicago area are succeeding with robust programs to engage a broader spectrum of future leaders in their 30s and 40s. Others have tried but believe they have yet to find the right path. And some have yet to develop plans for engaging the next generation and assuring greater diversity on their boards. Those that are enjoying success have concepts that can be emulated and adapted by other organizations.
The expectations of two corporate partners

Corporate philanthropy is increasingly sophisticated. To gauge the view of corporate donors on the nonprofit organization leadership pipeline, we interviewed executives with two major Chicago-based corporations that are important forces in the Chicago civic landscape: United Airlines, Inc. and the Boeing Company.

These two companies represent millions of dollars in direct and in-kind philanthropy and support a range of major Chicago institutions. Through interviews with leaders in community affairs engagement at these two companies, we found that each of these corporate players actively evaluate nonprofit organizations against numerous criteria. While not specific to board membership, the Boeing Company’s public statement on diversity in its corporate philanthropy is explicit:

We look for partnerships with organizations that are leaders in what they do (no matter their size), that promote diversity, demonstrate innovation, and align and collaborate with others toward common workable solutions to community issues.3

In addition, the organization is evaluated for the leadership opportunities it can offer the company’s current and future business leaders. Boeing actively seeks opportunities for its executives in nonprofit organizations that allow them to further develop and demonstrate their skills. Chicago nonprofits that provide corporate donors with opportunities to develop and test leadership through board membership have the potential to develop strong partnerships that align strategic priorities.

United Airlines evaluates the alignment of nonprofits and civic groups with the company’s values. Company values, in turn, are influenced by its employees and other stakeholders’ expectations. While diversity is just one issue evaluated by corporations, nonprofits should be alert to the fact that corporate partner expectations in this area can evolve quickly.

Best practice example: Identifying sources of new leadership

Academy for Global Citizenship

The Academy for Global Citizenship (AGC) is a Chicago Public Charter School founded in 2008 on Chicago’s southwest side. The AGC serves 450 kindergarten-through-eighth grade students, 90 percent of whom are minorities and 83 percent of whom are low-income.

Currently, 55 percent of the board members are from minority groups, and 78 percent are under 40. Although board members are given no minimum financial requirement beyond what is “personally meaningful,” each board member currently gives or brings in through their networks an average of $166,000 annually to the organization’s operational funding gap and capital campaign. Further, the school leadership has intentionally cultivated next generation leadership using strategies that include:

► Contacting those in leadership cultivation pipelines such as the Chicago Council’s Emerging Leaders or Leadership Greater Chicago’s programs,
► Working with the Chicago Urban League and other related organizations to identify potential board members and gain introductions,
► Reaching out to executive teams of minority-owned businesses,
► Approaching university alumni organizations to inquire about prospective members,
► Connecting with minority professional organizations such as the National Association of Black Accountants,
► Collaborating with entities like Illinois Hispanic Chamber of Commerce,
► Consulting with the aldermen who represent AGC’s service area to identify community leaders, and
► Utilizing websites like boardnetusa.org to review prospective candidates.

The AGC has also created multiple channels to facilitate engagement within the organization. These include three board-level committees that are chaired by board members but allow for nonboard membership, and an active host committee for the organization’s annual gala. This structure has enabled AGC to engage a wider array of prospective members, familiarize them with organizational needs and goals, and evaluate their philanthropic and skills-based contribution capacities prior to engaging them at the board level. Further, these opportunities have allowed individuals to effectively contribute their expertise to the organi-
zation—such as a graphic designer helping the host committee—yet still allowing AGC to expand diversity; cultivate future leaders; and expand its network of volunteers, advocates, and board member candidates.

Best practice example: Adopting a deliberate strategy for engagement

Chairmen’s Advisory Council: Big Shoulders Fund

Inspired by Joseph Cardinal Bernardin, Archbishop of Chicago from 1982 to his death in 1996, the Big Shoulders Fund was founded by a group of business leaders in 1986 to provide support to Chicago’s inner-city Catholic schools. Since its inception, it has raised nearly $300 million. Currently, the Big Shoulders Fund awards over $20 million annually for scholarships, academic programs, instructional equipment, facility improvements, faculty support, and operating grants. The Big Shoulders Fund’s schools include nearly 24,000 students in 74 elementary and 15 high schools in the city of Chicago. About 80 percent of the students are minorities, 61 percent of the elementary schools students live in poverty, and 30 percent of the students are not Catholic.

In 2007 the fund’s president and chief executive officer Josh Hale, along with a group of leaders, conceived the idea of creating a Chairmen’s Advisory Council to provide continuous engagement and leadership opportunities to midcareer professionals. It was formed to provide a structure for former auxiliary board members in their late 20s and early 30s who wanted to continue meaningful engagement with the Big Shoulders Fund and were searching for the right vehicle to do so. It also served the organization’s need to create a pathway to board membership beyond referrals from current board members and to recruit board members from a more diverse pool. The organization intends to attract business executives who can volunteer their expertise and talent to the schools as well as contribute financially to the Big Shoulders Fund. The advisory council currently has 117 members, and the membership goal is 130 by December 2015.

Crucial to the success of the council is a sense of ownership of activities members conceived and executed to engage more fully with students and schools. The council members are not only encouraged to join a committee (such as the Development, Membership, or “Lend a Shoulder Day” Committee), but certain funds raised by the group are exclusively used for causes they help manage such as the Chairmen’s Emergency Scholarship for students whose families encounter hardships such as unemployment or the death of a family member.

The advisory council hosts four networking events throughout the year, featuring a civic or business leader as speaker, to help spread the word about the mission of Big Shoulders Fund. Furthermore, members plan and host the annual “Lend a Shoulder Day” in which 15 Big Shoulders Fund schools throughout Chicago welcome visitors for morning activities with students.

Another example of the council’s outreach and engagement is the Stock Market Program in which members help to recruit sponsors and volunteer teachers. Many also serve as teachers. This innovative program brings professionals into eighth grade classrooms for one hour monthly to teach basic concepts about the stock market, investing, savings, and other financial literacy issues as well as to discuss career opportunities. Through the Stock Market Program, teachers help students build a virtual portfolio of stocks all tied to actual financial incentives and a cross-school competition. The program is turnkey, with a curriculum, power point presentations, and resources to leverage in the classroom.

To identify candidates for membership, the director of development works closely and meets regularly with the membership committee and three cochairs of the Chairmen’s Advisory Council. Once a candidate is identified, the director of development and at least one member of the membership committee meet with the candidate individually to gauge interest and commitment level. A minimum gift of $1,000 and active participation in the various Big Shoulders Fund activities, events, and programs are expected to maximize a member’s support for students and schools. Just like the board of directors, the Chairmen’s Advisory Council tries to attract a diverse base of business leaders for the future to reflect the large minority population in its schools.
Best practice example: Board diversity generating broader alumni engagement

Northwestern University Chicago Regional Board

Northwestern University is a 165-year-old private research university in Evanston, Illinois. It has an alumni base of approximately 200,000 individuals across the globe. Like many universities, it has a sophisticated system for promoting relationships between the university and alumni for fundraising. It recognizes its most committed alumni and donors in many ways, including the Northwestern University Leadership Circle, which recognizes its largest donors. The Leadership Circle has chapters in seven of the university’s largest markets: Boston, Chicago, Florida, Los Angeles, New York, San Francisco, and Washington, DC. Each market has a regional board that encourages engagement and fundraising among alumni in these locations.

The Chicago regional board has done an exemplary job of engaging its community by providing opportunities for people to get involved in areas of strategic importance to the university in which they have also a personal interest. The group has also benefited from a deliberate effort to diversify its board across several dimensions, which has enabled it to broaden its appeal and reach. For example, engaging 35-to-45-year-olds on the board has influenced programming and increased engagement with alumni in this cohort. Everything from the frequency, timing, location, and content of alumni events has been refined to increase the relevance of this group. They, in turn, have successfully recruited fellow alumni from their personal networks and reengaged them with the university.

The board is currently comprised of about 60 members whose undergraduate and graduate school graduation years span eight decades. About one-third are women and about one-half have graduate degrees and work in a wide range of professions.

Despite its impressive statistics today, the organization was not always this diverse in terms of age. During the 2009–10 fiscal year, the university’s development office made a conscious decision to broaden its focus away from donors with the potential to contribute $5,000 annually towards a younger demographic that could contribute a lesser amount today but become major donors in 10 or more years.

While a significant and recurring commitment to the university such as alumni club leadership or involvement in committees remains a prerequisite, the result was nevertheless a significant increase in engagement from the 30-to-45-year-old cohort. This, in turn, has provided a spark to programming, recruitment efforts, and further alumni engagement. Northwestern University recognized a need to better engage this cohort because of its potential to contribute new ideas, recruit new members into the community, and make meaningful financial contributions in the long term. A challenge with this group is that family and professional responsibilities are at their peak, limiting the amount of time available for involvement in other organizations.

The Chicago regional board has done a particularly good job of understanding the different interests and needs of its board members and utilizing them appropriately. (This is analogous to customer segmentation analyses done in the private sector.) To keep them engaged, it provides connectivity with the president of the university, who hosts an annual dinner for the group and speaks occasionally at their meetings; access to special events; personal and professional networking opportunities with alumni of interest; and ownership of programming content and key fundraising events. It also carefully manages the frequency of communications and intensity of requests to match board members’ unique interests, taking the long-term view of investing in each relationship.

According to Latoya Marie James, associate director of leadership giving, “Not everyone can make board or leadership-level contributions, so we have to find creative ways to keep these people engaged.” Carlos Terrazas further commented, “People who live in cities want to be part of something special. If you can create an intimate, community-like feeling for your organization or within your organization, something people will be proud to be affiliated with, you will be able to engage them deeply and they will contribute time and in the long run contribute financially as well.”
Best practice example: Diversity in many dimensions

Leadership Greater Chicago

Maria Wynne, CEO of Leadership Greater Chicago, a nonprofit organization that cultivates Chicago’s business, public, and civic leaders, made the explicit commitment to increase board diversity as a top priority for her organization when she assumed leadership in 2014. The reasoning was straightforward. “Culture eats strategy any day. If you have a diverse culture you simply make better decisions with the additional perspective,” said Wynne.

Leadership Greater Chicago has two boards: governance and alumni. The governance board manages the day-to-day business of the organization. The alumni board, consisting of former participants of the organization’s leadership programs, is responsible for recruitment and development.

After evaluating the membership of the boards, Wynne is attempting to diversify both of them across multiple dimensions, including among different professions and away from heavy reliance on alumni. First, although the alumni board was always meant to consist of only alumni, the board of directors had also evolved into an alumni-heavy board. While alumni may be dedicated to the mission of the organization, their perspective as former participants in the program has the potential for a myopic view of strategic direction and decision making. To cultivate openness to new strategies, Leadership Greater Chicago can attract nonalumni leaders to the governance board.

Second, the boards currently have a large number of members from certain industries such as the legal profession. As board governance inherently includes management of multiple disciplines within an organization, the leadership is working to attract board members from other sectors. Since the future will clearly require an understanding of technology to remain relevant, adding technology executives to the board will help the organization keep up with the dynamic needs of a new generation.

Finally, Wynne has committed to gender and ethnic diversity. Leadership Greater Chicago’s mission is to groom future leaders for the region, and her goal is for the board to reflect the diversity of the community it serves.

Key findings

Guidelines for engaging diverse board members

Based on interviews with several Chicago organizations, there are several themes and possible paths worthy of further study for engaging future leadership. These include:

► A core mission that resonates;
► Leadership opportunities for board members;
► Opportunity for true ownership in areas of interest;
► Creation of and engagement on board committees with strategic oversight;
► Expansion of purpose of auxiliary boards;
► Leveraging of unique talents, expertise, and networks;
► Networking opportunities with people of interest; and
► Systematic, targeted follow-up with previously-engaged members.

Recommendations

Based on our research and discussions with civic and business leaders, the following recommendations emerged:

Commit to cultivating the next generation of civic and nonprofit leaders.

► Chicago’s nonprofit and civic organizations should actively identify a generation of future leaders who come from diverse backgrounds, including those who have moved beyond the “young professionals” organization typically targeted at those from their 20s to mid-30s.

► While these future leaders may not all be ready in terms of time or money, or perhaps may not be expressing interest in “big” (versus auxiliary) board membership, some may have significant potential as donors and other contributors. By targeting these leaders early for their boards, civic organizations would gain a long-term strategic and fundraising advantage.

► Organizations should develop and adopt their own guidelines for engaging a diversity of members.
Develop corporate partnerships.

- **Diversify board leadership and senior team.**
  Some corporations are evaluating the boards and senior leadership of potential nonprofit partners as they determine their corporate giving. Nonprofits with diverse boards and leadership teams will be able to attract more funding from this key sector.

**Consider a variety of approaches.**

Nonprofits should consider a vehicle such as the Chairmen's Advisory Council of the Big Shoulder's Fund to provide continuous engagement and leadership opportunities to midcareer professionals, including those who have different types of expertise and backgrounds.

---

**The Emerging Leaders Program**

The Chicago Council on Global Affairs’ Emerging Leaders Program is a two-year program that draws the best and the brightest emerging leaders from across business, civic, government, and academic sectors in the Chicagoland area. The program provides the Emerging Leaders (ELs) with a deeper understanding of global issues and Chicago’s place in a globalized world. ELs also develop a strong network of contacts with current civic and business leaders and, perhaps more importantly, with their Chicagoland peers, who are also grappling with global challenges. In short, they emerge better prepared to assume key leadership positions in this new era.

**Acknowledgments**

The members of this team all contributed over the course of two years to the discussion and debate in the development of this topic and report. Throughout the second year they were briefed by experts in Washington, DC, and Chicago, who provided invaluable insights for their research. The Chicago Council would like to express our gratitude to the following individuals for taking time out of their busy schedules to brief this group and share their experiences and views:

- Josh Hale, president & CEO, Big Shoulders Fund;
- Latoya Marie James, associate director, Leadership Giving, Northwestern University Alumni Relations and Development;
- Andrea Zopp, president & CEO, Chicago Urban League;
- Jeff Malehorn, president & CEO, World Business Chicago;
- David Nacol, assistant director, annual giving, Northwestern University Alumni Relations and Development;
- Carlos Terrazas, associate director, leadership giving, Northwestern University Alumni Relations and Development;
- Maria Wynne, CEO, Leadership Greater Chicago;
- Terry Mazany, CEO, Chicago Community Trust;
- Donald A. Cooke, senior vice president/philanthropy, Robert R. McCormick Foundation;
- Ana Dutra, president & CEO, The Executives’ Club Chicago;
- John DeBlasio, executive director, GPD Charitable Trust;
- Amy Stoken, director, American Jewish Committee;
- Elizabeth Browne, Investment Management Division, Goldman Sachs;
- Robbie Robinson, board member, After School Matters.

Ellen Hunt of Hunt Communications edited drafts of the report. None of this great work would have been possible without the vision, leadership, and support of John F. Manley and Shirley Welsh Ryan, both vice chairs of The Chicago Council’s Board of Directors. They, along with the other members of the Emerging Leaders Selection Committee, invested significant time in selecting the members of this class.

Their efforts have resulted in another great group that The Chicago Council is proud to have as Emerging Leaders. Our sincere appreciation goes to the Robert R. McCormick Foundation and the Patrick G. and Shirley W. Ryan Foundation for their support of the Emerging Leaders Class of 2015.

**Ivo Daalder**

President, The Chicago Council on Global Affairs

June 2015
Author biographies

Amer Abdullah
Cofounder
Cedars Mediterranean Kitchen

Alongside his father and brother, Abdullah launched the Cedars dream in college in 2001, which spawned restaurant chains Mezza Mediterranean Grill and Habanero Baja Grill. From 2002 to 2012 Abdullah was an executive director at JP Morgan in the investment bank, focusing on rates and derivatives products. Beyond business, he is a founding member of the Chicago Community Trust's Pillars Fund, a donor-advised fund that targets a better understanding of the Muslim-American culture. During a career break, Abdullah worked with the US Consulate in Jerusalem to articulate his personal story to audiences of Palestinian businesspeople and entrepreneurs.

Mary Barnicle
Managing Director, Regulatory Affairs
United Airlines

Barnicle holds the position of managing director of regulatory affairs at United Airlines. She advocates for the company's interests before multiple government regulatory agencies, particularly regarding taxation and economic liberalization. Barnicle's responsibilities cover both policy and compliance with economic and consumer regulations. She has also represented United in international aviation negotiations and was formerly United's director of international affairs. Prior to joining United, Barnicle was a career diplomat with the United States Foreign Service. She served at the US embassies in Rome and Mexico City and in economic positions in Washington, DC, including as director for Central America and the Caribbean at the White House's Office of the US Trade Representative. Barnicle is a graduate of Georgetown University. She completed studies in international economics at the Foreign Service Institute at the International Monetary Fund Institute and undertook graduate work in finance at the University of Chicago's Booth School of Business.

Sarah Elizabeth Ippel
Founder and Executive Director
Academy for Global Citizenship

In 2008 the Academy for Global Citizenship (AGC), a Chicago public elementary school, opened on the city's underserved southwest side where Ippel serves as its founder and executive director. AGC was established with an ardent commitment to environmental sustainability and is internationally recognized for its model green school initiatives combined with unprecedented academic results. As an international learning laboratory and incubator of scalable innovation, AGC is dedicated to transforming education, with an unwavering vision to impact 20 million students by 2020. Since earning an MA in philosophy from the University of Cambridge in England, she has traveled to over 90 different countries across six continents, extensively immersing herself in educational philosophies and world languages as well as creating international alliances that have informed the design and culture of the Academy for Global Citizenship.

Ashish Lal
Principal
BDT & Company

Lal is a vice president at BDT & Company, a Chicago-based merchant bank that combines a $3.0 billion investment fund with advisory services to address the long-term strategic and financing needs of family and/or founder controlled companies. He was involved in establishing BDT’s strategic joint venture with one of India's most highly regarded conglomerates and continues to spend a portion of his time establishing new relationships with family business owners outside of the United States. Prior to BDT, Lal spent six years at Charlesbank Capital Partners, the former private equity arm of the Harvard Management Company. He began his career at L.E.K. Consulting, where he divided his time between the Chicago, London, and Tokyo offices. Lal holds a BA from Northwestern University with a double major in applied mathematics and economics, and an MBA from Wharton. He is a member of Northwestern University's Chicago Regional Council and is former president of Northwestern's New York alumni chapter.

Mark Palchak
CEO
V3 Markets

Palchak was formerly the head of event-driven trading at Infinium Capital Management, a Chicago-based proprietary trading firm with offices in both New York and London. Palchak has extensive experience with leading growth in the high-tech competitive trading industry, working with his team to take multiple
groups from start-up to major profit center. He has pursued his passion in small business development as the managing director of ARG Capital, a venture capital fund with holdings in industries, including natural gas, military security, financial news, and Chinese infrastructure. Palchak has a passion for improving educational outcomes in Chicago as well as across the country. He serves on the board of directors for Amandla Charter School, an organization dedicated to improving outcomes for students in Chicago’s Englewood neighborhood. Palchak frequently attends the Aspen Institute, including the executive seminar and seminars on foreign affairs. Palchak earned an MBA with honors from Notre Dame in 2009.

Alison P. Ranney  
Principal  
Koya Leadership Partners

Ranney is an executive recruiter with a practice devoted to the senior-most levels of nonprofit organizations. She leads the Chicago Office for Koya Leadership Partners, a national search and human capital firm dedicated to serving the nonprofit sector. Ranney has placed CEOs and other senior leaders at many of Chicago’s major cultural, civic, and educational institutions. Prior to her executive search career, Ranney was in business and law and she began her career as a corporate attorney at Skadden, Arps.

Committed to civic engagement, Ranney serves on the board of Public Radio International (PRI), the Goodman Theatre, the Donors Forum, and the Alumni Council of Phillips Andover Academy. She has been a director of Chicago Public Radio City Year Chicago and Ryerson Woods Conservation Area and on the visiting committee of the University of Chicago Law School. Ranney is a member of The Chicago Network and the Economic Club. She is also a director of the Lake Forest Bank & Trust. Ranney received her BA in urban studies from Brown University and her MBA and JD from the University of Chicago.

Linhard Stepf  
President  
FrankfurtRheinMain Corp.

Stepf, a 10-plus year veteran in foreign direct investments and economic development marketing, is currently the president of FrankfurtRheinMain Corp. His responsibilities include promoting the Frankfurt region (Germany) in North America and Brazil to recruit and attract companies for relocation or expansion. His industry focus includes corporate and regional headquarters and convergent technologies, including software, banking, and logistics. He has assisted start-up companies as well as globally recognized companies in their relocation and expansion to Frankfurt, including Nike, American Axel Manufacturing, SonoSite, and Tesla Motors. Stepf has lived and worked extensively in Germany, Japan, South Korea, and Brazil. He is a member of the Chairmen’s Advisory Council of the Big Shoulders Fund, serves on the board of trustees of The Cove School, and is a member of the Economic Club of Chicago. Stepf holds an MBA from the University of Chicago Booth School of Business. He also earned a JD from the Saarland University Law School (Germany) and studied international law at Keio University (Japan).
Endnotes


Bibliography


The Chicago Council on Global Affairs, founded in 1922, is an independent, nonpartisan organization committed to educating the public—and influencing the public discourse—on global issues of the day. The Council provides a forum in Chicago for world leaders, policymakers, and other experts to speak to its members and the public on these issues. Long known for its public opinion surveys of American views on foreign policy, The Chicago Council also brings together stakeholders to examine issues and offer policy insight into areas such as global agriculture, the global economy, global energy, global cities, global security, and global immigration. Learn more at thechicagocouncil.org and follow @ChicagoCouncil.