

Summary and Recommendations from the
U.S. Department of State
Wisdom Session on

Diversity, Inclusion, and U.S. Foreign Policy

June 7, 2012



Special Representative Farah Pandith, Director General Ambassador Linda Thomas-Greenfield, U.S. Senator Ben Cardin



WELCOME FROM THE HOST

Dear Diversity Leaders,

It is a privilege to welcome you to the U.S. Department of State. We have great work to carry out together today, establishing a partnership that will help advance America's best practices for diversity and inclusion at the global level.

Secretary of State Hillary Clinton emphasizes that "diversity is one of our greatest strengths," and describes diversity inside the Department of State as "a moral and diplomatic imperative." Diversity within our foreign affairs agencies increases the success of our foreign policy, bringing multiple viewpoints to bear in our problem solving, and connecting us with global perspectives.

At the same time as we improve in-house diversity, we are actively sharing America's diversity and inclusion best practices with governments, businesses and publics overseas. In my travels around the world, I have met a vibrant new generation of young Muslim leaders, and I have found at every stop that America's story of diversity serves as an inspiration. The United States has know-how to share, and at the same time we stand to learn from our peers abroad who are also innovating to create more inclusive environments.

The Department of State promotes diversity best practices worldwide as a 'mission critical' element of our foreign policy. We advocate for inclusive positions in areas such as LGBT rights, women's rights, religious freedom, disability rights, as well as racial and ethnic inclusion. And we welcome your partnership in this important work because inclusive and representative government makes us and our allies stronger, just as inclusive workforces raise the level of both productivity and social cohesion.



We hope to work with you today and beyond on public private partnerships that advance diversity in the service of our nation, and I warmly thank you for sharing your insights and expertise during today's wisdom session.

*-Farah Pandith, Special Representative to Muslim Communities,
U.S. Department of State*

ABOUT THE WISDOM SESSION

Watch the event at: <http://mwbe.tv/index.php/government>

On June 7, 2012 at the initiative of the Special Representative to Muslim Communities, Farah Pandith, the U.S. Department of State hosted a Wisdom Session on *Diversity, Inclusion, and U.S. Foreign Policy* in partnership with the International Society for Diversity and Inclusion Professionals and the Society for Human Resource Management.



This event brought together 150 of our nation's Diversity and Inclusion (D&I) thought leaders from the public and private sectors to consider D&I practices and partnership opportunities in the foreign policy field. Participants included key government stake holder from the Department of State, Peace Corps, USAID, the U.S. Congress, the Department of Defense, the Office of Management Budget, intelligence agencies, and the White House. Chief Diversity Officers from leading U.S. corporations, universities, and nonprofits, such as Merck, Citigroup, Wal-Mart, the Federal Reserve Bank of New York, McDonald's, Abercrombie & Fitch, GlaxoSmithKline, United Way Worldwide, the Tanenbaum Center, Harvard University, Cornell University, and many other distinguished representatives also joined the event.

"The opportunity to invite the private sector to collaborate with the public sector is truly a step forward for our country as we embark on a collective journey to share wisdom and create history for our global communities." -Nancy J. Di Dia, Executive Director, Boehringer Ingelheim USA Corporation, Office of Diversity, Inclusion & Engagement

Three principles informed this exchange:

- ◆ **In-house diversity in foreign affairs agencies is essential to meeting foreign policy goals.** As Secretary Clinton stated, "In representing the United States to the world we need a workforce that reflects and respects the rich composition of our nation." While there is much yet to be done within Foreign Affairs agencies to further advance diversity and inclusion, the journey is underway. Executive Order 13583 -- *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce* -- helps to drive the process, along with initiatives from Congress and from inside the Foreign Affairs agencies.
- ◆ **It is a U.S. foreign policy imperative to promote diversity best practices worldwide.** We advocate for diversity and inclusion through our embassies because inclusive societies and inclusive governments make stable and effective allies for the U.S. As keynote speaker Dr. Ernest Wilson III noted, "Diversity is mission critical for the U.S."
- ◆ **Partnership is the most effective way to promote diversity and inclusion at the global level.** The U.S. including our corporate sector offers a wealth of best practices for diversity and inclusion. Working together, we can most effectively build a more inclusive world.

AGENDA

8:30—8:45 a.m. WELCOME

Farah Pandith, Special Representative to Muslim Communities, Department of State (opening remarks and MC); U.S. Senator Ben Cardin, Member of Congress; Ambassador Linda Thomas-Greenfield, Director General of the Foreign Service and Director of Human Resources, Department of State; Dr. Cassandra Caldwell, Founder and CEO, International Society of Diversity and Inclusion Professionals; Dr. Shirley Davis, Vice President, Global Diversity & Inclusion and Workplace Flexibility, Society for Human Resource Management

8:45—9:10 a.m. KEYNOTE: WHY DIVERSITY IS 'MISSION CRITICAL' FOR THE U.S.

Dr. Ernest J. Wilson III, Dean, USC Annenberg School for Communication and Journalism, Walter H. Annenberg Chair in Communication and author of the book "Diversity and U.S. Foreign Policy: A Reader"; moderator: Cheryl Benton, Deputy Assistant Secretary for Public Affairs, Dept. of State

9:15—10:00 a.m. STATE DEPARTMENT: GLOBAL INITIATIVES TO PROMOTE DIVERSITY AND INCLUSION

Judith Heumann, Special Advisor for International Disability Rights; Hannah Rosenthal, Special Envoy to Combat and Monitor Anti-Semitism; Zakiya Carr Johnson, Senior Advisor, Race, Ethnicity and Social Inclusion Unit, Bureau of Western Hemisphere Affairs; Marc Ostfield, Director, Office of Policy and Global Issues, Bureau of European Affairs; moderator: Scott Busby, Director, Office of Multilateral and Global Affairs, Bureau of Democracy, Human Rights and Labor

10:35—10:50 a.m. CONNECTING ACROSS SECTORS (facilitated by Leslie Traub, Cook Ross Inc.)

10:05—10:30 a.m. DIVERSITY GOALS AND FOREIGN POLICY: VIEWS FROM CONGRESS AND THE EXECUTIVE BRANCH

Veronica Villalobos, Director, Diversity and Inclusion Office, U.S. Office of Personnel Management; U.S. Representative Alcee L. Hastings, Member of Congress; moderator: Dr. Mischa Thompson, Senior Advisor, U.S. Helsinki Commission

11:15-12:00 p.m. CORPORATE BEST PRACTICES IN ADVANCING GLOBAL DIVERSITY GOALS

Todd Corley, Senior Vice President, Diversity & Inclusion, Abercrombie & Fitch; Deborah Dagit, Vice President and Chief Diversity Officer, Merck and Company; Pat Harris, Vice President and Global Chief Diversity Officer, McDonald's; Ana Duarte McCarthy, Chief Diversity Officer, Global Diversity, CitiGroup; moderator: Ted Childs, Principal, Ted Childs, LLC

12:05-12:35 p.m. ADVANCING DIVERSITY WITHIN STATE, USAID AND PEACE CORPS' GLOBAL WORKFORCE

John M. Robinson, Director, Office of Civil Rights, Dept. of State; Patricia Lamond, Acting Director, Office of Civil Rights, USAID; Earl Yates, Associate Director, Volunteer Recruitment and Selection, Peace Corps; moderator: Ambassador Tracey Jacobson, Deputy Director, Foreign Service Institute

12:40-1:00 p.m. MINORITY CONTRACTING OPPORTUNITIES IN THE FOREIGN POLICY SPHERE

Kimberly Ball, Office of Small and Disadvantaged Business Utilization, USAID; Shapleigh Drisko, Office of Small and Disadvantaged Business Utilization, Department of State; moderator: Shawn Ricks, Senior Advisor, Global Affairs, Minority Business Development Agency, Dept. of Commerce

1:50-2:25 p.m. PUBLIC-PRIVATE PARTNERSHIPS: THE U.S. GOVERNMENT APPROACH

George Selim, Director for Community Partnerships, National Security Staff, The White House; James F. Thompson, Director, Global Partnership Initiatives, Department of State; Matthew Lussenhop, Director of Policy, Bureau of Education and Cultural Affairs Department of State; Kimberly McClure, 100,000 Strong Initiative, Department of State; moderator: Gregory Maggio, Bureau of Economic and Business Affairs, Department of State

2:25-2:35 p.m. SPECIAL ADDRESS

Robert D. Hormats, Under Secretary for Economic Growth, Energy, and the Environment, Department of State; Introduction by: Nancy Smith-Nissley, Senior Coordinator, Economic Policy and Public Diplomacy, Bureau of Economic and Business Affairs, Department of State

2:45-4:30 p.m. WORKSHOPS AND WORKING GROUPS - SEE DESCRIPTIONS PAGE X

4:35-5:00 p.m. WORKING GROUP REPORTS AND WRAP-UP

Led by Reta Jo Lewis, Special Representative for Global Intergovernmental Affairs, Department of State

5:30 p.m. RECEPTION (Kennedy Caucus Room, Russell Senate Office Building)

Farah Pandith, Special Representative to Muslim Communities, Department of State (MC); Chantale Wong, VP for Administration and Finance, Millennium Challenge Corporation; Karen Richardson, Associate Director, Office of Public Engagement, The White House; U.S. Representative Keith Ellison, Member of Congress

EVENT SUMMARY

This one day event featured a series of panels and working groups designed to raise awareness about the importance of diversity and inclusion (D&I) in achieving U.S. foreign policy goals; develop a new sense of community in the D&I field toward international advocacy; and identify opportunities for public-private partnership in foreign policy D&I initiatives.

“One of my top priorities is recruiting, hiring and retaining a talented workforce that truly reflects the face and diversity of the USA...we cannot, as the foreign policy leader in the world, lecture people about human rights in their country and fairness to others in their country if we do not provide fairness and inclusion in our own country....” -Ambassador Linda Thomas-Greenfield

The first panel featured remarks by the Department of State’s Special Representative to Muslim Communities Farah Pandith, Director General of the U.S. Foreign Service Ambassador Linda Thomas-Greenfield, and Senator Ben Cardin. The distinguished panel highlighted the need to recruit and advance diverse talent in the foreign affairs field and to promote diversity and inclusion best practices worldwide. This message was underlined during the panel on “advancing diversity within State, USAID and Peace Corps’ global workforce,” led by Ambassador Tracey Jacobson. On this panel, John M. Robinson, Director of the Office of Civil Rights at the Department of State, reflected on both the need to understand each government agency’s unique environment and portfolios, and also the imperative to keep moving forward to achieve diversity goals.



“If we win this effort to be inclusive, we win domestically and internationally; and if we don’t, we fail domestically and internationally.” - Dr. Ernest Wilson III, Dean of the USC Annenberg School for Communication and Journalism, author of “Diversity and U.S. Foreign Policy, A Reader”

Keynote speaker Dr. Ernest Wilson III, Dean of the USC Annenberg School for Communication and Journalism, stressed that diversity is “mission critical” in achieving U.S. foreign policy goals, including in the economic and national security arenas. Changing demographics, the global growth of the middle class, and globalization were all cited as reasons that diversity and its corollary cultural competency are essential to maintaining the prominence of our nation in the world. This point was underscored by Representative Alcee L. Hastings, who spoke of his decade long efforts to increase diversity in the intelligence field and other areas of government, including Congress. Dr. Wilson also emphasized the careful balance to be struck between making diverse recruits more like the institution and the institution more like the diverse recruits.

“We need people who blend in, speak the language, and understand the cultures in the countries that are key to our foreign policy interests [...] not for the sake of political correctness or to make people feel good about themselves, but for the sake of our national security. ”

- Congressman Alcee L. Hastings



WORKING GROUPS AND WORKSHOPS

WORKSHOPS

- I. STRENGTHENING CULTURAL COMPETENCY IN FOREIGN POLICY AND BUSINESS LEADERS
facilitator: Leslie Traub, Cook Ross Inc.
- II. IMPLEMENTING FAITH BASED DIVERSITY INITIATIVES
facilitator: Joyce C. Dubensky, esq, CEO, Tanenbaum Center
- III. EXPANDING THE INCLUSIVE CAMPUS MODEL TO THE GLOBAL COMMUNITY
facilitator: Eileen Gale Kugler, President, Embrace Diverse Schools
- IV. INCLUSIVE CONTRACTING AT THE GLOBAL LEVEL
facilitator: Kimberly Ball, Deputy, Office of Small and Disadvantaged Business Utilization, USAID
Shapleigh Drisko, Director, Office of Small and Disadvantaged Business Utilization, Department of State
- V. "GLOBAL DIVERSITY 5.0": INTEGRATING GLOBAL DIVERSITY INITIATIVES INTO THE CORE STRATEGY AND OPERATIONS OF YOUR ORGANIZATION
facilitator: Douglas C. Freeman, CEO, Virtcom Consulting and Founder, World Diversity Leadership Summit
- VI. MILLENNIUM CHALLENGE CORPORATION: PRIORITIZING DIVERSITY AND INCLUSION TO PROMOTE ECONOMIC GROWTH
facilitator: LeMont F. Neal, Managing Director for Administration and Finance, Millennium Challenge Corporation

WORKING GROUPS

- I. SHAPING A GLOBAL COMMUNICATIONS STRATEGY FOR DIVERSITY AND INCLUSION
facilitator: Emil Hill, Senior Vice President, Weber Shandwick
- II. A TOOLKIT FOR PRIVATE SECTOR & EMBASSY PARTNERSHIPS TO PROMOTE DIVERSITY
facilitators: Daniella Foster, Bureau of Education and Cultural Affairs, and
Nancy Smith- Nissley, Bureau of Economic Affairs, Department of State
- III. DESIGN CHALLENGE: a training module on diversity and U.S. foreign policy
facilitator: Laura Hertzog, Director, Human Capital Development Programs, Cornell University ILR
- IV. BUILDING A PUBLIC-PRIVATE SECTOR DIVERSITY LEADERS' EXCHANGE
facilitators: Veronica Villalobos, Director, Diversity and Inclusion Office, U.S. Office of Personnel Management,
and Sharon Wong, Deputy Director, Diversity and Inclusion Office, Office of Personnel Management
- V. TALENT PIPELINES – PARTNERING TO MEET DIVERSE RECRUITMENT OBJECTIVES
facilitator: Ken Barrett, Chief Diversity Officer, General Motors
- VI. EUROPE: DESIGNING STRATEGIC DIVERSITY AND INCLUSION PARTNERSHIPS
facilitators: Kevin Cotrell, Director, Transatlantic Leadership Initiatives, German Marshall Fund;
Dr. Mischa Thompson, Policy Advisor, U.S. Helsinki Commission
- VII. WESTERN HEMISPHERE: DESIGNING STRATEGIC DIVERSITY AND INCLUSION PARTNERSHIPS
facilitator: Zakiya Carr Johnson, Senior Advisor, Race, Ethnicity and Social Inclusion Unit, Bureau of Western Hemisphere Affairs

EVENT SUMMARY CONTINUED



"...the vision is to create a workplace that values everyone."

-Veronica Villalobos, U.S. Office of Personnel Management's Diversity and Inclusion Office on the President's Executive Order on Diversity and Inclusion

The importance of diversity was further bolstered by a discussion with the Director of the U.S. Office of Personnel Management's Diversity and Inclusion Office, Veronica Villalobos on Executive Order 13583 -- *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce* and a distinguished corporate panel offering cutting edge global diversity strategies in the private sector, led by the respected diversity leader Ted Childs.

Emphasizing the importance of working together across sectors toward diversity goals, a panel on the U.S. government's approach to public private partnerships highlighted the commitment of the White House and the Department of State to partnering with communities, civil society, and the private sector. (www.state.gov/s/partnerships)

Further panels provided: an overview of steps to promote diversity in the State Department, USAID, and the Peace Corps, including mandatory diversity training for supervisors and leadership; minority contracting opportunities with foreign affairs agencies; public-private partnership opportunities, and foreign policy efforts focused on diverse communities abroad, including promoting human rights for disabled, LGBT, Roma, and religious minorities, combating anti-Semitism and supporting work against racism, promoting women's empowerment, and U.S. partnerships with Latin American

"I found it both refreshing and encouraging to learn of the value and emphasis the Department of State places on diversity and inclusion in U.S. foreign policy arenas. This tells me that our country truly values and respects the interests of our global partners."

- Archie Ervin, Chief Diversity Officer, Georgia Tech

countries to advance racial and ethnic equality. A commitment to diversity in U.S. government sponsored education and cultural exchange programs was also highlighted.

Workshops and working groups on global aspects of D&I followed the morning panels and focused on issues such as "integrating global diversity initiatives into the core strategy and operations of your organization," "strengthening cultural competency of foreign policy and business leaders," "implementing faith based initiatives," "expanding the

"...diversity and innovation [are] central to America's competitiveness. A society that discriminates, a society that doesn't underscore the importance of diversity, is a society that doesn't use the God-given talents of its people to their maximum capability. - Robert D. Hormats, Undersecretary for Economic Growth



inclusive campus model to the global community," and "prioritizing D&I to promote economic growth."

The day concluded with remarks from the Department of State's Under Secretary for Economic Growth and former Vice Chairman for Goldman Sachs, Robert D. Hormats, who underlined the connection between diversity and innovation, and the value-added when the public and private sectors work together to achieve D&I goals. In closing, Representative Keith Ellison offered remarks on a shared diverse future at a reception in the Kennedy Caucus Room of the Russell Senate Office Building on Capitol Hill.

TOP 10 RECOMMENDATIONS FROM WORKING GROUPS

STATE DEPARTMENT'S LEAD:

- ◆ **Develop a tool-kit for State Department personnel to promote D&I overseas:** An in-house toolkit would be developed and made available via the “Diplopedia” to guide embassy personnel in supporting D&I initiatives in host countries. Information could include strategy and vision statements; background about D&I; useful links; D&I training opportunities; outreach tools; and collaboration opportunities with the private and non-profit sectors.
- ◆ **Develop and manage a social media location to enhance public - private partnership on global D&I initiatives:** Companies sometimes lack information on how best to work with U.S. embassies, especially on joint efforts such as D&I initiatives. A one-stop shop would be developed in the social media space to facilitate joint efforts across sectors. The tool could for example feature D&I ‘asks and offers’ (such as opportunities for embassies to organize outreach programs that feature visiting U.S. D&I leaders).
- ◆ **Expand regional diversity and inclusion strategies, building on a successful pilot program:** The Department of State has piloted a Western Hemisphere Affairs Unit on Racial and Ethnic Inclusion. In addition, the Department is detailing a Senior Foreign Service Officer to the German Marshall Fund to support development of inclusion initiatives in the transatlantic space. Changing demographics, communications, migration, wealth, and power trends across the globe lead to the need for regional diversity and inclusion strategies and capacity-building that particularly addresses socially disadvantaged and developing communities around the world, such as religious minority communities, Afro-descendants and Indigenous communities, and persons with migrant backgrounds. Programs would be modeled after existing Global Women’s, LGBT, religious freedom, and disability initiatives at the State Department and USAID and include support for data collection methods that measure social inclusion to advance these efforts.

ALL FOREIGN AFFAIRS AGENCIES:

- ◆ **Continue to strengthen diversity in the foreign policy, national security, defense, and intelligence workforces:** In concert with Executive Order 13583, and in support of the leadership of human resource directors and equal opportunity office directors as set out in agency diversity plans, a community of shared interest would be formed among diversity leaders in the foreign affairs agencies as well as valued outside partners to identify areas for positive change, exchange D&I best practices and bring cutting edge expertise to hiring, recruitment and advancement strategies.
- ◆ **Continue to increase contracting opportunities for disadvantaged businesses in the foreign policy, national security, defense, and intelligence agencies:** An inter-agency working group would be formed to strengthen efforts and exchange information.

TOP 10 RECOMMENDATIONS FROM WORKING GROUPS

ACADEMIC COMMUNITY LEAD:

- ◆ **Provide foreign policy training for D&I professionals:** Persons in training to become diversity and inclusion professionals would gain from a training module focused on the foreign policy aspects of D&I. Cornell University ILR is taking the lead to develop this module, also helping to emphasize the positive global role D&I leaders can play.

“The sharing of best practices between the government, nonprofit and private sectors was very valuable. In the professional development classes that we teach at Cornell, we teach people from all of these sectors, and it is vital that we give them the most up to date D&I practices from each. I have already begun to revise our materials to include things learned (on June 7)...
Laura Hertzog, Esq, Director, Cornell University Diversity Management Certification

PARTNERSHIP OPPORTUNITIES WITH FOREIGN AFFAIRS AGENCIES:

- ◆ **Develop a shared global communications strategy for D&I:** While global companies have individual proprietary strategies on D&I and the U.S. federal government has recently developed a diversity strategy (see Executive Order 13583), a global and domestic campaign supported by high level representatives of the public and private sector would raise needed awareness and bolster current initiatives taking place in the public and private sectors. Efforts to operationalize the recommendations included in this report would serve as key components of the campaign.
- ◆ **Establish a public - private sector D&I leaders’ exchange:** To strengthen capacity to meet D&I objectives, public and private sector employees would participate in exchanges (for up to 120 days). An on-line space would also be developed to host a clearinghouse of information for D&I professionals in the public and private sector. (Action for this initiative is potentially with the Office of Personnel Management.)
- ◆ **Develop a Talent Pipeline for Diverse Populations in Global Careers:** An Advisory Board would focus on the development of a *Diverse Talent Pipeline for International Careers* that would include work with the Global Access Pipeline to address findings that American youth, and minorities in particular, are not yet receiving the language, skills, and overseas experiences needed to fill the increasing demand for public and private sector talent in the foreign policy field and global workforce. The Advisory Board would review and develop: existing initiatives focused on global education for diverse populations; diverse recruitment pipelines, including strategies for sustained hiring and recruitment strategies from minority serving institutions (see <http://www2.ed.gov/about/offices/list/ocr/edlite-minorityinst.html>) and diverse communities; and global public and private sector internship opportunities.

TOP 10 RECOMMENDATIONS

Partnership Opportunities with foreign affairs agencies:

Support strategic, regional D&I partnerships: Daily, U.S. corporations around the world partner on social responsibility projects with U.S. embassies. In this context, three project areas with a D&I focus were put forward on June 7 inviting partnership:

- ◆ Western Hemisphere, Race, Ethnicity and Social Inclusion initiatives: partnerships to focus on diversity training seminars in Brazil; and a series of seminars throughout Latin America to increase the hiring and advancement of women and persons of indigenous and African descent. *Contact: Zakiya Carr Johnson, Senior Advisor, Bureau of Western Hemisphere Affairs. Phone: (202) 736 7409 Email: carrjohnsonzs@state.gov*
- ◆ China, 100,000 Strong Initiative: partnerships to focus on support of the 100,000 Strong Initiative for youth exchange with China to increase the diversity of American youth participation. *Contact: Carola McGiffert, Senior Advisor and Director, 100,000 Strong Initiative, Phone: (202) 647-3653 Email: mcgiffert@100kstrong.org*
- ◆ Europe, Transatlantic Inclusion Leaders Network: partnerships to focus on leadership training and networking opportunities for young diverse leaders from the media, business and government sectors in the U.S. and Europe. *Contact: Lora Berg, Senior Advisor, Phone: (301) 661-4563 Email: berglj@state.gov*
- ◆ *For all other partnership initiatives with the Department of State, there are two key offices: The Office of Global Partnership Initiatives: www.state.gov/s/partnerships Phone: (202) 647-2200 Email: partnerships@state.gov; and for Education and Cultural Exchanges, Daniella Foster, Director of Private Sector Outreach, Phone: (202) 632-3230 Email: fosterdm@state.gov*



Senior Advisor, Zakiya Carr Johnson discusses partnership opportunities



"...too often individuals are tasked to do the diversity and inclusion work [and] not given the resources and tools [needed] to be successful. They are thrown into the jobs because they have [interest and passion] but they don't have the budget, head count, the training [to be] successful. ... We need to do a better job through public and private partnerships providing affordable tools and resources that are readily accessible so people don't have to reinvent the wheel.

-Deborah Dagit, Vice President and Chief Diversity Officer, Merck,

"It was a great opportunity to start a meaningful dialogue on how to build public-private partnerships that advance the agenda of equality and respect across borders."

-Todd Corley, Chief Diversity Officer, Abercrombie & Fitch



"This conference helped to reinforce the President's new executive order requiring diversity and inclusion strategies at federal agencies and demonstrated how the State Department is taking the lead on such issues... It helped to reinforce the power of collaborative and inclusive approaches in governmental, intercultural and interreligious dialogue globally."

-Effenus Henderson, Chief Diversity Officer, Weyerhaeuser

EVENT PARTICIPANTS

Adam	Powell III	Senior Fellow, Washington Policy	University of Southern California
Ade	Sawyer		Weber Shandwick
Aida	Sabo	Vice President and Chief Diversity Officer	Cardinal Health
Alcee L.	Hastings	Member of Congress	U.S. House of Representatives
Alexandra	Moe	D.C. Office Director	New American Media
Alfrita	Jones	Deputy, EEO and Diversity Management	U.S. Marine Corps
Ali	Muhammad	Diversity and Inclusion Specialist	U.S. Department of Agriculture
Allison	Greene-Sands	Associate Director for Culture	Defense Language and National Security Education Office
Allison	Green	Vice President, Chief Diversity Officer	Lincoln Financial Group
Amos	Hewitt	Senior HR Consultant	Binge LLC
Ana	Duarte McCarthy	Chief Diversity Officer, Global Diversity	Citigroup Incorporated
Anastasia	Kolobrodova	Office of Public Affairs	Broadcasting Board of Governors
Angela	McCaskill	Deputy to the President/Associate Provost of Diversity and Inclusion	Gallaudet University
Anika	Pratt	Office of Diversity and Inclusion	Federal Reserve Bank of New York
Anne	Ferrier	Coaching Consultant	Cook Ross
Rear Admiral Anthony	Kurta	Office of Chief of Naval Personnel	U.S. Navy
Archie	Ervin	Vice President, Office of the Vice President for Institute Diversity	Georgia Institute of Technology
Barbee	Oakes	Assistant Provost for Diversity and Inclusion	Wake Forest University
Ben	Cardin	Member of Congress	U.S. Senate
Betsy	Silva Hernández	Senior Director, Diversity Learning	Consulting and Employee Network Groups
Dr. Cassandra	Caldwell	Founder & CEO	The International Society of Diversity and Inclusion Professionals
Catherine	Haines	Captain; Chief, Coast Guard Diversity Staff	US Coast Guard
Charles	DuPree	Director of Programming	MWIB Magazine / MWBE.TV
Dr. Charlotte	Hunter	Senior Research Analyst	Defense Equal Opportunity Management Institute
Charlotte	McClain-Nhlapo	Coordinator for Disability and Inclusive Development	USAID
Cheryl	Benton	Deputy Assistant Secretary, Bureau of Public Affairs	Department of State
Chevalier	Cleaves	Vice President, Global Diversity and Inclusion	Boston Scientific Corporation
Dr. Christopher	Metzler	Senior Associate Dean, Applied Management Degrees	Georgetown University
Cynthia	Sims	Associate Professor, Department of Workforce Education and Development	Southern Illinois University Carbondale
D'Alizza	Bramzon	Manager, Global LifeWorks & Inclusion	Discovery Communications
Daniella	Foster	Bureau of Education and Cultural Affairs	U.S. Department of State
David	Capozzi	Executive Director	Access Board
David	Johns	Director of Development	Impact-DC
David	King	Chief, Diversity Management and Outreach, Office of Civil Rights	Department of State
Deborah	Ashton	Vice President, Chief Diversity Officer	Novant Health, Inc.
Deborah	Foster	EVP, Strategic Alliances and Inclusion	United Way Worldwide

EVENT PARTICIPANTS

Deborah	Dagit	Vice President and Chief Diversity Officer	Merck and Company
Deborah	DeHaas	Vice Chairman and Central Regional Managing Partner	Deloitte, LLP
Denise	James Gatling	Director Global Supplier Diversity & Business Development	GlaxoSmithKline
Denise A.	Robinson	Diversity Officer	International Monetary Fund
Derek	Greenfield	Director, Diversity & Equity Engagement	Alcorn State University
Donna	Stringer	Cross-Cultural Consultant	Donna Stringer Consulting
Douglas C.	Freeman	CEO	Virtcom Consulting, World Diversity Leadership Summit
Earl	Yates	Associate Director, Volunteer Recruitment and Selection	Peace Corps
Effenus	Henderson	Chief Diversity Officer	Weyerhaeuser Company
Eileen	Gale Kugler	President	Embrace Diverse Schools
Emil	Hill	Senior Vice President	Weber Shandwick
Emma	Sabin	Vice President, Advisory Services, Partnerships	Catalyst
Eric	Walton	Associate Professor of Marketing	Alabama State University
Erika	Schlager	Counsel for International Law	The U.S. Helsinki Commission
Dr. Ernest J.	Wilson III	Dean	USC Annenberg School for Communication and Journalism
Farah	Pandith	Special Representative to Muslim Communities	U.S. Department of State
Floyd	Pitts	SVP & Chief Diversity Officer	American Red Cross
Francille	Wilson	Associate Professor, American Studies	University of Southern California
Fredrick	Smith	Managing Partner	Virtcom Consulting
Gail	Zoppo	Media Relations Manager	The International Society of Diversity and Inclusion Professionals, Inc.
Gene	Kim	Executive Director	Congressional Asian Pacific American Caucus
George	Dalley	Government Relations Advisor	Board of Directors, Africare
George	Selim	Deputy for Community Partnerships, National Security Council	The White House
Georgia	Coffey	Deputy Assistant Secretary for Diversity and Inclusion	U.S Department of Veterans Affairs
Giadha Aguirre	De Carcer	President and CEO	GNI International LLC
Gloria	Nauden	CEO	Radar Marketing Group, LLC
Gloria	Puentes	National Director	Dignity & Respect Solutions
Grace	Ross	Director, Office of Civil Rights and Diversity	Peace Corps
Gregory	Maggio	Bureau of Economic and Business Affairs	U.S. Department of State
Hamutal	Bernstein	Program Officer, Immigration and Integration	German Marshall Fund of the United States
Hannah	Rosenthal	Special Envoy to Combat and Monitor Anti-Semitism	U.S. Department of State
Harold	Scott	Interim Director, Ralph Bunche International Affairs Center	Howard University
Heide	Gardner	Senior Vice President -- Chief Diversity and Inclusion Officer	Interpublic Group
Holly	Mendelson	Publisher	INSIGHT Into Diversity
Iesha	O'Deneal	SVP, Global Diversity & Inclusion Program Management Executive	Bank of America
Jackie	Gordon	Sr. V.P., Chief Human Resources Officer; Human Resources	YMCA of the USA
James F.	Thompson	Director, Global Partnership Initiatives	U.S. Department of State
Janet	Nuzum	Associate Administrator	Foreign Agricultural Service
Jarris	Taylor	Deputy Assistant Secretary, Strategic Diversity Integration	U.S. Air Force

EVENT PARTICIPANTS

Jean	Bergey	Division of Academic Affairs, Office of the Provost	Gallaudet University
Jeanette	Kilo-Smith	VP of Diversity and Inclusion	Wal-Mart
Jeffery	Smith	Associate Director, Global Diversity	Procter & Gamble
Jennie	Duran	Office of Civil Rights	U.S. Department of State
Jennifer	Rubain	University Dean for Recruitment & Diversity	The City University of NY
Jilma	Meneses	Chief Diversity Officer	Portland State University
John	Burden	Chief Diversity Officer	U.S. Department of the Interior
John	Franklin	Director of Partnerships and International Programs	Museum of African American History and Culture
John M.	Robinson	Director, Office of Civil Rights	Department of State
Jose	Santacana	Pearson Fellow	Senator Menendez's Office
Jolyne	Sanjak	Managing Director, Compact Operations	Millennium Challenge Corporation
Jonathan	Brooks	Managing Director, Compact Operations	Millennium Challenge Corporation
Joyce C.	Dubensky	CEO	Tanenbaum Center
Judith	Heumann	Special Advisor for International Disability Rights	U.S. Department of State
Judy	Seidenstein	Chief Diversity Officer	Duke University School of Medicine
Julie	Oyegun	Chief Diversity Officer	The World Bank Group
Julie	Malveaux	Manager, Media Affairs	Society for Human Resource Management
Kanika	Raney	Director, Talent Acquisition	QinetiQ North America
Katherine	Farquhar	Director, Master of Science in Organization Development Program	American University School of Public Affairs
Ken	Barrett	Chief Diversity Officer	General Motors
Kevin	Cottrell	Director, Transatlantic Leadership Initiatives	The German Marshall Fund of the United States
Kimberly	Ball	Office of Small and Disadvantaged Business Utilization	USAID
Kimberly	McClure	100,000 Strong Initiative	U.S. Department of State
LeMont F.	Neal	Managing Director for Administration and HR	Millennium Challenge Corporation
Laura	Hertzog	Director, Human Capital Development Programs	Cornell University ILR
Leila	Jaffar	Founder	Jaffar Consultancy
Leslie	Traub	President and CEO	Cook Ross Inc.
Letitia	King	Director, Office of Public Affairs	Broadcasting Board of Governors
Linda	Cheatham	Chief, Recruitment Outreach Branch	U.S. Department of State
Linda	Thomas-Greenfield	Ambassador, Director General of the Foreign Service and Director of Human Resources	U.S. Department of State
Lisa	Parola Gaynier	Director, Masters program in Diversity Management	Cleveland State University
Lisa	Coleman	Chief Diversity Office and Special Assistant to the President	Harvard University
Maria	Meier	Sr. Advisor and Director, Senate Diversity Initiative	Office of U.S. Senator Harry Reid - Majority Leader
Marc	Ostfield	Director, Office of Policy and Global and Global Issues, Bureau of European Affairs	U.S. Department of State

EVENT PARTICIPANTS

Maribel	Verdi	Diversity Programs Officer, Diversity Management and Outreach Section, Office of Civil Rights	U.S. Department of State
Mark	Bromley	Council Chair	The Council for Global Equality
Mark	David Welch	Chief Diversity & Inclusion Officer, SVP	Northern Trust
Mary-Frances	Winters	President and CEO	The Winters Group, Inc.
Matthew	Lussenhop	Director of Policy, Bureau of Education and Cultural Affairs	U.S. Department of State
Michael	Sena	Deputy Director	Office of Diversity Management and Equal Opportunity Under Secretary of Defense
Michael	Collins	Managing Director – Diversity Strategies	American Airlines
Michael	Applegate	Director of Manpower Plans and Policy	Marine Corps
Minjon	Tholen	Roosevelt Institute Pipeline Fellow, Training & Development Specialist	Cook Ross Inc.
Dr. Mischa	Thompson	Senior Advisor	U.S. Helsinki Commission
Monica	Castillo Maggiano	Director	Powell Tate/Weber Shandwick
Monica	Oldham	Senior Program Officer, Office of Diversity	The World Bank Group
Monshi	Ramdass	Leader of Diversity Initiatives	Department of Agriculture
Moon Yousif	Sulfab	President of the Congressional Muslim Staff Association	Office of Senate Republican Leader Mitch McConnell
Nadine	Vogel	Founder & President	Springboard Consulting LLC
Nancy	Di Dia	Executive Director, Chief Diversity & Inclusion Officer	Boehringer Ingelheim USA Corporation
Nancy	Smith-Nissley	Senior Coordinator, Economic Policy and Public Diplomacy, Bureau of Economic Affairs	U.S. Department of State
Nereida (Neddy)	Perez	Vice President, Global Diversity & Inclusion	Ingersoll Rand
Nicole	Dean	Vice President HR & Chief Diversity Officer	Belk, Inc.
Pamela	Reeves	Senior Advisor, Secretary's International Fund for Women and Girls	Department of State
Pat	Harris	Vice President and Global Chief Diversity Officer	McDonald's
Patricia	Knox	Workplace Services	Deloitte Services LP
Patricia	Lamond	Acting Director, Office of Civil Rights	USAID
Patricia	Scroggs	Director, Rangel Program	Howard University
Paula	Parnagian	President	World View Services
Precious	Rideout	Program Coordinator, Senate Democratic Diversity Initiative	Office of U.S. Senator Harry Reid - Majority Leader
Radi	Suudi	Director / Senior Consultant	Jaffar Consultancy
Reta Jo	Lewis	Special Representative for Global Intergovernmental Affairs	U.S. Department of State
Robert D.	Hormats	Under Secretary for Economic Growth, Energy, and the Environment	U.S. Department of State
Roberto	Santiago	Interpreter	Access Interpreting, Inc.

EVENT PARTICIPANTS

Ron	Davis	Parx Casino	Director of Diversity
Ron	Glover	Diversity and Workforce Policy	Workforce Communications
Rynnie	Cotter	Head of Strategic Partnerships	OppsPlace, an RLJ Company
Sandra	Gartrell	Interpreter	Access Interpreting, Inc.
Sandy	Hoffman	Chief Diversity Officer	Cisco
Scott	Busby	Director, Office of Multilateral and Global Affairs, Bureau of Democracy, Human Rights and Labor	U.S. Department of State.
Serena	Fong	Senior Director, Government Affairs & Communications	Catalyst
Shapleigh	Drisko	Director, Office of Small and Disadvantaged Business Utilization	U.S. Department of State
Shawn	Ricks	Senior Advisor on Global Affairs, Minority Business Development Agency	U.S. Department of Commerce
Sheila	Robinson	Publisher & CEO	Diversity Woman Magazine
Shelby	Hill	Director, Washington, DC & Montgomery County, MD	Bridges...from school to work
Dr. Shirley	Davis	Vice President of Global Diversity & Inclusion and Workplace Flexibility	Society for Human Resource Management
Sixto	Aquino	Managing Director, Compact Operations	Millennium Challenge Corporation
Stephen	Lassiter	Legislative Assistant	Office of U.S. Representative Keith Ellison
Taffye	Benson Clayton	Vice Provost and Chief Diversity Officer	University of North Carolina at Chapel Hill
Ted	Childs	Principal	Ted Childs, LLC
Terri	Givens	Associate Professor of Government	LBJ School of Public Affairs
Texanna	Reeves	Vice President Corporate Diversity	Sodexo
Theotis	Robinson	Vice President for Equity and Diversity	University of Tennessee
Thompson	Mischa	Policy Advisor	Commission on Security and Cooperation in Europe (Helsinki Commission)
Tiane	Mitchell Gordon	Principal	Square One Consulting
Tim	Findley	System Director, Diversity and Inclusion	Norton Healthcare
Todd	Corley	Senior Vice President, Diversity & Inclusion	Abercrombie & Fitch
Tracey	Jacobson	Ambassador, Deputy Director	Foreign Service Institute
Tshaynesh	Abebe	Global Health Initiative Liaison Officer	Department of State
Vanessa	Benson	LTC, U.S. Army; Director, External Training	Defense Equal Opportunity Management Institute
Veronica	Villalobos	Director, Diversity and Inclusion Office	U.S. Office of Personnel Management
Vickie	White	Interpreter	Access Interpreting, Inc.
Victoria	Bowens	Colonel; Senior Military Advisor, Diversity U.S. Air Force Management & Equal Opportunity	Colonel; Senior Military Advisor, Diversity U.S. Air Force Management & Equal Opportunity
Victoria	Martin	Chief Diversity Officer	Chartis Inc.
Victoria	Salvo	Executive Assistant	International Society of Inclusion and Diversity Professionals, Inc.
Wandra	Mitchell	Managing Director	Bahia Partners
Wilda	Escarfuller	Editor of the Americas Quarterly	Americas Society, Council of the Americas
Zakiya	Carr Johnson	Senior Advisor, Race, Ethnicity and Social Inclusion Unit, Bureau of Western Hemisphere Affairs	U.S. Department of State
Zarina	Durrani	Director of Diversity Initiatives	The Brookings Institution



Event Partners: Dr. Cassandra Caldwell, Founder and CEO, International Society of Diversity and Inclusion Professionals; Dr. Shirley Davis, Vice President, Global Diversity & Inclusion and Workplace Flexibility, Society for Human Resource Management

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Lora Berg
Senior Advisor
Transatlantic Diversity Initiatives
Department of State
Phone: (301) 661-4563
Email: berglj@state.gov

Brenda L. Greenberg
Public Affairs Officer
Office of the Director General
Department of State
Phone: (202) 647-4282
Email: greenbergb12@state.gov

Daniella M. Foster
Director, Private Sector Outreach
Bureau of Education and Cultural
Affairs, Department of State
Phone: (202) 632-3230
Email: fosterdm@state.gov

Dr. Mischa Thompson
Policy Advisor
Commission on Security and
Cooperation in Europe
Phone: 202-225-1901
mischa.thompson@mail.house.gov