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## Breaking Chicago's Glass Ceilings: Making History Interviews with Deborah L. DeHaas and Adele S. Simmons

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# Breaking Chicago's Glass Ceilings: Making History Interviews with Deborah L. DeHaas and Adele S. Simmons

TIMOTHY J. GILFOYLE

Chicago is no stranger to powerful women. From Juliette Kinzie to Jane Addams to Michelle Obama, the city has been home to women whose influence extended far beyond the borders of Cook County. Adele S. Simmons and Deborah L. DeHaas exemplify this tradition, devoting their successful professional careers to breaking the glass ceilings that historically restricted the leadership roles of women in business, education, and philanthropy.

Today, DeHaas is vice chairman, chief inclusion officer, and a national managing partner for Deloitte LLP in Chicago. She was included in the 2015 and 2016 National Association of Corporate Directors 100, recognizing her as one of the most prominent leaders in corporate governance, and in *Accounting Today's* "Top 100 Most Influential" lists of 2013 and 2014. DeHaas was named one of the "100 Most Powerful Chicagoans" by *Chicago* magazine in 2012. In 2004, she became the first female recipient of the Daniel H. Burnham Award of the Chicagoland Chamber of Commerce.<sup>1</sup>

Adele Simmons, a member of a storied Chicago family, served as a dean at Tufts and Princeton Universities and then as president of Hampshire College. At each institution, she founded or cofounded the first full-time childcare facility. From 1989 to 1999, Simmons was president of the John D. and Catherine T. MacArthur Foundation. She has been president of the Global Philanthropy Partnership for most of the twenty-first century. Simmons was the first woman to serve in each position.<sup>2</sup>

Adele Smith Simmons was born in 1941 to Hermon Dunlap Smith and Ellen Thorne Smith.<sup>3</sup> The Smith family was widely known for their business and civic activism. Simmons's great-grandmother was Lucy Flower,

*Deborah L. DeHaas (left) received the 2017 Bertha Honoré Palmer Making History Award for Distinction in Civic Leadership. Adele S. Simmons (right) received the 2012 Robert Maynard Hutchins Making History Award for Distinction in Education.*



cofounder of the nation's first juvenile court with Julia Lathrop and a long-serving member of the Chicago School Board. Simmons's mother was the daughter of Robert Thorne, president of Montgomery Ward.<sup>4</sup> Ellen Thorne Smith founded the women's board at the Field Museum and chaired the board at Hull-House. She was also a respected and talented ornithologist. Her book *Chicagoland Birds: Where and When to Find Them* (1972) is still required reading for bird-watchers in the region. "During World War II, all of the serious ornithologists [at the Field Museum] went off to Washington to help develop radar," Simmons recounts, "so my mom ran the bird department for a while."<sup>5</sup>

Simmons's father, Hermon Dunlap Smith, was president of the insurance broker Marsh & McLennan. He is best remembered, however, for his community service. At various times, he was president of the Newberry Library, the Chicago Historical Society, the Adler Planetarium, the Welfare Council of Metropolitan Chicago, the Illinois Children's Home & Aid Society, the Community Fund of Chicago, and the Adlai Stevenson Institute of International Affairs at the University of Chicago. The Hermon Dunlap Smith Center for the History of Cartography at the Newberry Library is named for him.<sup>6</sup> His family avidly supported Adlai Stevenson for many years, with Smith serving in Stevenson's campaign for governor of Illinois in 1947; as chairman of the Board of Public Welfare Commissioners during Stevenson's governorship; and as chairman of Volunteers for Stevenson during his ill-fated 1952 presidential campaign. When Adele was baptized, Adlai Stevenson was her godfather.<sup>7</sup>

Deborah L. DeHaas was born in 1959 and grew up in Washington, Pennsylvania, outside of Pittsburgh.<sup>8</sup> Her father, David Robert DeHaas, was an obstetrician. Her mother, Mary Lou Wetmore DeHaas, was a trained accountant who, although she stayed home to care for her three children, was active in local affairs. She proved to be an instrumental role model for her daughter: "She was the only woman business and accounting major at the



University of Pittsburgh at the time," DeHaas explains. "She often talks about having this accounting professor who, when she came into class, held up a 'drop card' every day and said, 'Well, Mary Lou, you must be dropping out of this program today, because you can't possibly cut it as a woman in accounting.'" Mary Lou DeHaas graduated from the University of Pittsburgh in 1951 with an accounting degree.<sup>9</sup>

Equally influential was her social activism. Mary Lou DeHaas founded the Head Start program in their town, was the first woman to serve on the local city council,

and encouraged her children to push themselves, which is something DeHaas said she has tried to do with her three sons. "I think that was a great thing that my parents did," she admits retrospectively. "My mom always said you don't have to be the best, but you have to do your best."<sup>10</sup>

Growing up in a small town enabled DeHaas to participate in many activities. "I was involved in high school in a lot of different things," she



*Adele Simmons, a member of a storied Chicago family, grew up in suburban Lake Forest. She is pictured here in 1947.*

*Of her mother, DeHaas says, "her mentorship taught me that there were no barriers to achieving what I wanted." Left: Deb with her mother, Mary Lou, c. 1960.*



enumerates: student council secretary-treasurer, church choir, high school choral groups (in which she was an all-state choral singer), and Model United Nations. “Title IX was just coming into effect, right before my freshman year in high school,” she adds. “So I ran girls’ track, even though we had no locker rooms for girls because we never had girls’ sports. We had to get dressed in the concession stand at the football stadium.” DeHaas has fond memories of her Pennsylvania childhood. “It was a great place to grow up, [surrounded by] terrific people, hardworking people. Being a small high school, there were lots of opportunities to have leadership roles, to the point of being involved in a lot of different things.”<sup>11</sup>

Simmons was raised in Lake Forest, Illinois. “We eventually moved to my grandfather’s summer home, which was right on the lake on Stonegate Road,” she reminisces. “I woke up every day and looked out over Lake Michigan. We watched the moon rise and we took many, many walks along the beach. It was a wonderful place to grow up.”<sup>12</sup>

Growing up in a family of Democrats in Republican Lake Forest proved beneficial to Simmons. “I think it helped me understand that it was okay to be a little different, that I didn’t have to be like everybody in every way in order to be liked, in order to be part of the group, and that it was okay to think outside the box,” she recounts. “As I look back on my life, this has been really important.” Simmons attended Lake Forest Country Day School, which her parents helped establish, and then Garrison Forest School in Maryland.<sup>13</sup>

Simmons matriculated at Radcliffe College in Cambridge, Massachusetts, earning her undergraduate degree in 1963. Her timing was fortuitous: “It was the first year in which Harvard had an interdisciplinary major in social studies, so we could combine the social sciences,” she recalls. “All through my life, I believed that things are connected and that dividing ideas and thinking

*Growing up in a small town in Pennsylvania allowed DeHaas to participate in many activities, including ballet and cheerleading.*



*Simmons visits with her godfather, Adlai Stevenson II, a progressive Democrat, who served as governor of Illinois (1948–52), a two-time presidential nominee, and an ambassador to the United Nations.*

in silos gets in the way of pursuing a good idea wherever it takes you,” Simmons adds. “It was the first year of their freshman seminar program, and [the famed sociologist] David Riesman built an extraordinary freshman seminar program.”<sup>14</sup>

Riesman frequently brought in outside speakers, including Edwin Land, inventor of the Polaroid camera, and diplomat and historian George F. Kennan. Another was Dr. James H. Robinson, a minister and founder of Operation Crossroads Africa, a program “that took college students to work in summer camps in Africa,” Simmons explains. “I got really excited about that and did that.” She spent a summer in Kenya working at a medical clinic and building a YMCA camp.

Simmons’s experience in Kenya convinced her to study Africa. Upon graduating from Radcliffe, she entered the doctoral program in African history at the University of Oxford. Internal conflicts within Kenya, however, forced her to change her research agenda, and she started studying Mauritius. “I was very interested in plural societies, countries where people of different ethnic and religious groups lived together. And nothing is more perfect than Mauritius for that,” according to Simmons. The island, originally uninhabited, was eventually settled and ruled by the Dutch, French, and British with African slaves and Indian indentured laborers. In time, other Hindu, Muslim, and Chinese groups migrated there. “You have these groups of people living in a space about the size of Rhode Island,” explains Simmons. “Most interesting was the absolute lack of violent conflict.”<sup>15</sup>

DeHaas's higher education experience took her to Duke University where she earned a bachelor's degree magna cum laude in management science and accounting in 1981. She initially planned to move to Washington, DC, but after visiting her sister, who was pursuing an MBA at Northwestern University, she thought: "Chicago, great city, seems like a good place to start a career. It's big, but manageable. It's beautiful, very diverse business community."<sup>16</sup> Thus DeHaas began a twenty-one-year career at Arthur Andersen LLP, then one of the world's prestigious Big Eight accounting firms, which provided auditing, tax, and consulting services to large corporations and was headquartered in Chicago.<sup>17</sup>

DeHaas was first assigned to the manufacturing division. "I wanted to be in a business that made stuff or that had something tangible," she recalls. "Financial services was not as interesting to me." DeHaas also preferred auditing over accounting. "Auditing was trying to sort of figure out a puzzle," she reports. "Back in those days, companies were not as sophisticated, so in certain instances, there were errors in their financial statements. You were really helping them get their financial statements to a place that might have been different than they would have gotten to on their own."

DeHaas recalls that "there were not a lot of women in the manufacturing division or at our clients at that point in time." In fact, Andersen had few women in any leadership positions: when DeHaas joined, less than 10 percent of the partners were women. "I think in Chicago we had one or two women partners when I started," she recounts. "There were very few." DeHaas puts that in perspective: "I only worked for one woman in my career at Arthur Andersen—one."<sup>18</sup>

In 1993, DeHaas became a partner at Andersen.<sup>19</sup> She admits that her path was somewhat unusual. As a senior manager, she had worked to expand the firm's services: "I had the opportunity to go help build an offering around doing internal audit-related services and risk consulting-related services for clients. So that was part of my path to partnership." DeHaas recalls, "I was the only new woman partner in the United States that year who was not in Andersen Consulting."<sup>20</sup> She continued to impress her colleagues at Andersen and, in 1999, was offered the position of managing partner of Andersen's headquarters in Chicago. "That was kind of a watershed moment for me personally," she admits. "There had never been a woman leader in a firm like ours, and it was an amazing opportunity."<sup>21</sup>



*In 1981, DeHaas graduated magna cum laude from Duke University, earning a bachelor's degree in management science and accounting.*

In contrast to DeHaas, Simmons's early career took her around the world. Upon completing her research in Mauritius, she married John Simmons in 1966 and moved to Tunisia to work as a reporter for *The Economist* and finish her dissertation.<sup>22</sup> Two years later, Simmons moved back to Cambridge, Massachusetts, while her husband taught at Harvard. Shortly thereafter, she was appointed dean of Jackson College and assistant professor of history at Tufts University, where she taught the school's first course offered in women's history.<sup>23</sup>

Then in 1972, she moved to Princeton University as an assistant professor of history and dean of student affairs, becoming the first female dean or senior officer in the university's history. The Princeton appointment was national news. "Princeton Gets Woman Dean," blared a *New York Times* headline.<sup>24</sup> The university only began accepting women in 1969, so many alumni and students resisted. "I was the first woman dean, and there were a bunch of people there who wanted to get me out of my job," Simmons recalls. "A group of alumni, including Sam Alito [later justice of the US Supreme Court] was a leader of part of that group." Despite the public sexism and blatant misogyny, Simmons has no regrets about her Princeton experience. "That's where I really learned about college administration, dealing with faculty, dealing with students, dealing with alumni," she explains. "It was an extraordinary opportunity." She credits Princeton University president William G. Bowen for being "one of the best mentors I could have had, and I had amazing and wonderful colleagues." For Simmons, in retrospect, the experience "was terrific."<sup>25</sup>

The success Simmons experienced at Princeton led to her appointment as the first female president of Hampshire College in Amherst, Massachusetts. As one of the few women to head a coeducational college in the United States during the 1970s, Simmons was credited with insuring the school's financial stability and generating successful fundraising efforts during her twelve-year presidency. During her tenure, Hampshire's enrollment and applicant pool rose, the endowment ballooned 500 percent, and the number of students



*In June 1966, the New York Times announced the engagement of Adele Dunlap Smith to John Leroy Simmons, son of Mr. and Mrs. Elwyn Leroy Simmons of Decatur, Illinois. Left: The young couple photographed prior to their marriage.*



receiving financial aid increased from 20 to 50 percent.<sup>26</sup> Under her leadership, Hampshire introduced the first program in peace and world security studies in the United States and one of the earliest programs in urban agriculture. She was beloved by many students for frequently eating in the student dining hall with her small children.<sup>27</sup>

The hardest decision Simmons confronted as Hampshire's president was divesting from companies doing business in South Africa. At first, native South Africans critical of apartheid resisted the divestment movement. "I had long conversations with Bishop [Desmond] Tutu, who in fact thought it was a bad idea, and with Helen Suzman, who was a very good friend, who also thought it was a bad idea." Simmons ultimately rejected their advice: "We were the first college in the country to divest stock in companies doing business in South Africa and began the movement." Decades later, she contended that most, including Nelson Mandela and even Bishop Tutu, agreed that the disinvestment plus the athletic boycotts "were the two outside forces that contributed the most to the change." Simmons adds that upon meeting former South African president Frederik Willem de Klerk years later at a Nobel Laureate meeting in Chicago, "he commented that when the divestment movement began to happen, he understood that apartheid wasn't going to last." For Simmons, history demonstrates that "it was the divestment movement and the withdrawal of the businesses that got him to understand that apartheid had to end."<sup>28</sup>

*Hermon Dunlap Smith escorts his daughter Adele on her wedding day, 1966. Photograph by Arthur Siegel.*



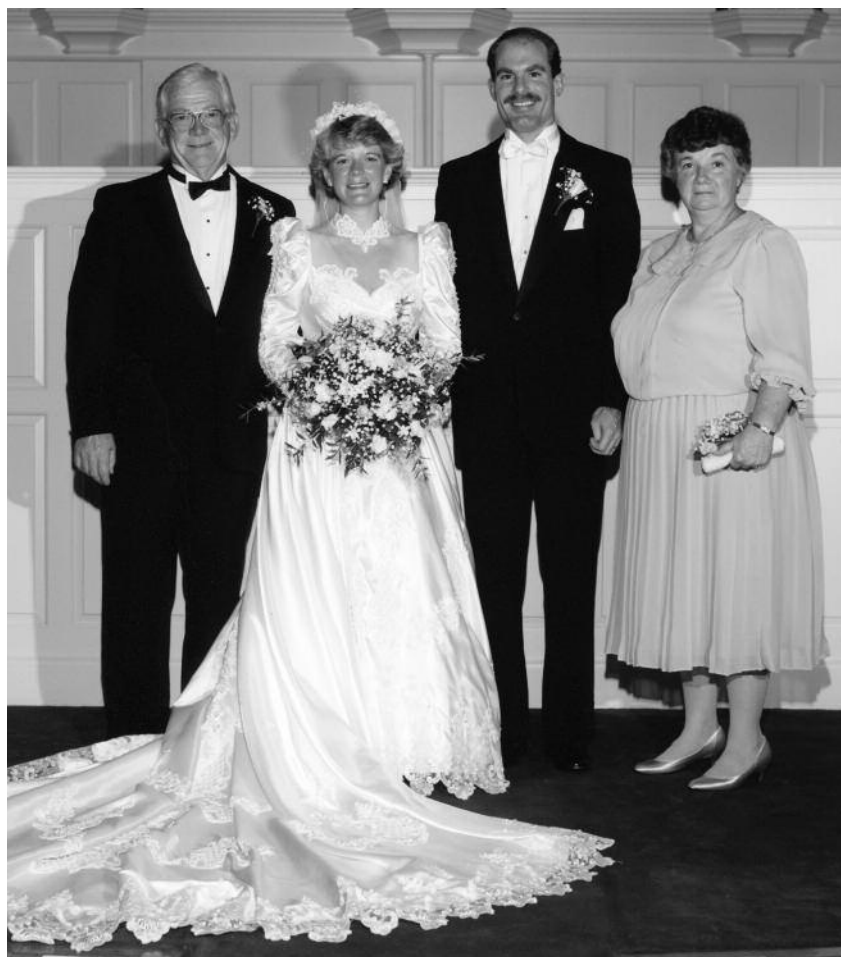
The hardest decision in DeHaas's career was unexpected and fast. In 2001, Arthur Andersen was implicated without warning in the bankruptcy of the Enron Corporation, an energy corporation based in Texas; it was the single largest bankruptcy in US history. Anderson's Houston office was charged with shredding materials and not properly retaining audit work documents. "We starting having a lot of difficult conversations with clients around what this means and what are the implications for the firm," DeHaas acknowledges. "Certainly we hadn't lost any clients of any significance, and we were holding things together in a pretty effective way."<sup>29</sup>

But matters worsened in Houston. In 2002, Andersen was found guilty of criminal charges relating to the audit of Enron, and the firm surrendered its licenses to practice as certified public accountants in the United States. The conviction was upheld by the Fifth US Circuit Court of Appeals but overturned by the US Supreme Court in 2005 on the grounds that the judge erred in the jury instructions. But by then, it was too late: the multinational partnership founded by Arthur E. Andersen in 1913 was out of business. DeHaas recalls the rapidity of the event. "In three months, the firm was completely gone," she states. "It was kind of a fast, horrible, painful death versus what could have been maybe a slow, horrible, painful death."<sup>30</sup>

The reactions of local business and political establishments proved more memorable. "What was incredibly inspiring in Chicago was the support that we had from business and government leaders to help find places for our people," DeHaas recalls. "We had about five thousand Andersen people in Chicago. I remember Mayor [Richard M.] Daley having a press conference, stating: 'The people in Chicago had nothing to do with the issues that Andersen was facing. These are great people. Let's find jobs for them, because this would be a tragedy, to lose this talent from Chicago.' That was really quite an amazing experience."<sup>31</sup> She was standing at Daley's side when the mayor implored the business community to help.<sup>32</sup>

DeHaas proceeded to lead the dispersal and reassignment of Andersen's partners, accountants, and staff to other offices. She elected to join Deloitte, bringing approximately one thousand people from Andersen with her. "Deloitte made a lot of sense," according to DeHaas. "They had a culture that felt really comfortable and good to me, very collaborative, very collegial. And for me, one of the things that really stood out was Deloitte was a leader in advancing women and diversity and had started their women's initiative, interestingly, in 1993, the year I made partner [at Arthur Andersen]."<sup>33</sup>

*While working at Arthur Andersen, DeHaas met David Underwood. The couple, pictured with DeHaas's parents, on their wedding day in 1987.*



Memento

Saturday, July 15, 1972

## First woman dean at Princeton

# 'It's just like any other job'

By Andrea Chambers  
Special to The Christian Science Monitor

Medford, Mass.

How will it feel to be the first woman to serve as a senior academic official at Princeton University?

"Oh, it's just like any other job," smiles Dr. Adele Simmons, the soon-to-depart dean of Jackson College at Tufts University.

As of September 1, Dr. Simmons will become Dean of Student Affairs and Associate Dean of the College at Princeton. She will be the first woman in such a high Princeton post, and also the first holder of this joint title.

"I see my dual title as a symbol of the realization that student problems can't be categorized according to administrative offices," explains the 30-year-old dean. "You can't automatically send a student to a student-affairs dean for a dormitory problem and to an academic dean for a course change."

Very often, she believes, a student may come in ostensibly to drop or change a course. But, in reality, he or she wants a chance to talk and discuss future plans, or to "get at a problem that troubles him or her deeply."

At Princeton, Dr. Simmons hopes to encourage joint program development between offices of academic and student affairs. And although her principal responsibility is student affairs, she is willing and anxious to help students with academic questions as well.

and then as dean of all-girl Jackson, where she is also an assistant professor of history specializing in African studies.

"I hope to continue teaching African history at Princeton," affirms Dean Simmons as she leans back in her cluttered Tufts office.

The African woodcuts and hand-crafted vermilion tapestry on the wall attest to her interest in things African — an interest which developed during her undergraduate career at Radcliffe, when she spent a year in Kenya in the Operation Crossroads Africa program.

In 1966-68, Dr. Simmons returned to Africa with her husband, Dr. John L. Simmons, currently a Harvard lecturer in economics and formerly director of the Harvard North Africa project. Dr. Simmons will shortly join the staff of the World Bank in Washington, commuting from Princeton.

Mrs. Simmons did research in Tunisia as a part of her doctoral studies at Oxford University, from which she received a Ph.D. in history in 1969. After a period of residence on the Indian Ocean island of Mauritius, she completed her doctoral thesis on "Mauritius, the Politics of Pluralism."

Another special area of academic interest of the new Princeton dean is women's studies programs. In collaboration with others, she is now completing a volume for the Twentieth Century Fund on the subject of "Working Women in America in the 1970's" and is affiliated with the Advisory Committee on the Status and Education of Women of the Association of American Colleges.

At Tufts, Dean Simmons taught a seminar on "Women in America in the 19th Century" and was instrumental in establishing a childcare center.

"I doubt that I'll have the time to teach a seminar on the history of American women at

"Moreover," she adds, "Princeton is a small university of very high quality. I don't want to work at a large university, where means get removed from faculty and students and just become administrators."

Here, she excused herself to answer one of the more urgent administrative questions that seem always to hover outside her doorway. Upon returning, she commented that the problems of university administration fascinate her. But she is also devoted to her career as "a teacher and a scholar."

On the threshold of a challenging new position at Princeton, she looks forward to reaching both her academic and administrative career. And for scholar-professor-administrator Dean Simmons, this is the best of possible worlds.

Princeton," smiles the easygoing dean. "But I hope to be involved with women's programs, among other things."

The "other things," as Dean Simmons describes them, are multiple and varied. These include working with undergraduate

### Meet Dean Simmons

organizations and looking into the ways in which the living environment can provide a richer educational experience.

In addition, the Dean of Student Affairs must consider the ways faculty can be brought into touch with the students outside the classroom — ways to build up informal relationships.

"We must provide an opportunity for students to discuss questions and problems and issues that are not necessarily related to Milton and ancient history," Dean Simmons muses.

The youthful dean joins a new Princeton administration with Dr. William Bowen at its helm. President Bowen, who took office July 1, is a nationally known economist who has served as Princeton's provost since 1967.

Both Dr. Bowen and Dean Simmons support the idea of a flexible degree program — one not confined to the traditional four-year time span. As ex-officio member of the Princeton Commission on the Future of the College, President Bowen proposed instead a three-year program.

Dean Simmons advocates a three-to-five-year schedule, giving the student the option to proceed at his or her own pace. "I'm opposed to any rigid time restrictions for learning," she emphasizes.

Princeton — once a staunch male bastion — has only recently admitted women to anything other than proms and weekend festivities. The university is still adapting to its changed status and to a de-emphasizing of the select circle of eating clubs that formerly constituted a distinct social hierarchy.

Tufts and Jackson, on the other hand, have long been a brother-and-sister team, sharing faculty and facilities. Abutting the city, the two schools are more urban in character than bucolic Princeton.

What encouraged Dean Simmons to tackle the administrative duties of a new university with very different priorities, personality, and academic and social structure?

"I was very excited by some of the recent changes at Princeton," she explained, noting particularly the shift to co-ed status and the innovations proposed by the Bressler Commission (established to study a three-year curriculum).



Adele Simmons has kept mementos of her early academic career, including a snapshot taken while she worked at Tufts and a 1972 newspaper clipping covering her appointment at Princeton.



DeHaas's rise in Chicago's corporate universe coincided with Simmons's return to Chicago. In 1989, she was named president of the John D. and Catherine T. MacArthur Foundation, becoming the first woman in American history to serve as president of a top ten foundation. When she assumed the helm, MacArthur was little more than a decade old and still figuring out how to develop and build various programs. During the ensuing decade, Simmons oversaw grants totaling more than \$1.5 billion, including an annual \$25 million program for Chicago. "These were all new programs, so it was a matter of helping them grow and develop, and figuring out where each one could have its greatest impact given the nature of the field," she explains.<sup>34</sup>

Under Simmons's leadership, the MacArthur Foundation identified areas in which philanthropic investment could generate the most success. "The whole field of aging was transformed by the MacArthur work," she believes. "We talk about and think about successful aging all the time, not realizing that twenty years ago, it wasn't part of the vocabulary." Similarly, Simmons points out that the public discussion of biodiversity and understanding biodiversity was just getting started in the late 1980s. The MacArthur Foundation completed "rapid inventories that really identified parts of the world where you needed to really invest in environment," she argues, "because there were huge threats to biodiversity." Finally, "what we were doing in mental health was really revolutionary." Indeed, by 1991, the MacArthur Foundation was the largest funder of research on mental health after the federal government.<sup>35</sup>

Simmons is particularly proud of the way the MacArthur Foundation cultivated new and innovative ways of developing and fostering communication among civic groups. Locally, the foundation fostered neighborhood leadership by promoting early childhood education initiatives, encouraging the develop-

*Simmons introduced Bishop Desmond Tutu at the Council on Foreign Relations, just three weeks after he was honored with the 1984 Nobel Peace Prize for "his opposition to South Africa's brutal apartheid regime."*



*As president of Hampshire College (1977–89), Simmons was beloved for frequenting the student dining hall with her small children. Left: The Simmons family in 1984.*

ment of affordable housing, supporting institutions like Chicago’s ShoreBank. Globally, it helped shift attention to women’s health, particularly at the 1994 International Conference on Population and Development in Cairo. But success required cooperation and support from relevant countries. Simmons points out that the MacArthur Foundation “would support women’s organizations in those countries to brief and put pressure on their own government delegations so when they got to Cairo, they were informed and on board.”<sup>36</sup> Similar efforts led to passage of the Mine Ban Treaty of 1997.<sup>37</sup>

Perhaps the best example is the Nobel Prize–winning Muhammad Yunus and his microcredit and microfinance programs. “We provided really important support to Muhammad Yunus at a time when he was thinking of expanding beyond Bangladesh,” Simmons recollects. A MacArthur grant “enabled him to take an idea and make it a global idea.”<sup>38</sup> Yunus concurs. “Adele Simmons’s decision to support the Grameen Trust jump-started us on our ambitious new replication program and encouraged other donors to follow suit,” he writes, including the Rockefeller Foundation, the World Bank, the US government, the German government, and the United Nations Capital Development Fund. Yunus believes none of that would have happened without Simmons and the MacArthur Foundation.<sup>39</sup>

After moving to Deloitte in 2002, DeHaas became one of Chicago’s most visible corporate executives. She was named the central region managing partner, responsible for overseeing nine thousand professionals in twenty-three offices in twelve states.<sup>40</sup> At the same time, she continued her civic engagement and promoting women in the workplace, eventually becoming Deloitte’s vice chairman and chief inclusion officer. DeHaas acknowledges that by the 1990s, almost 50 percent of Deloitte’s entry level hires were female, but “we were losing those women in much larger numbers.”

*Simmons, pictured below in 1991, served as president of the John D. and Catherine T. MacArthur Foundation from 1989 to 1999. During her tenure, she “established the foundation’s global reach.”*



She recognized that the Big Four accounting firms—Deloitte, Ernst & Young, KPMG, and PricewaterhouseCoopers—each followed “a turnover model” in their operations but that did not explain why women were leaving at higher rates than men. “Our business model was not going to be successful,” she argues. Something had to change. A decade later, the company achieved an industry milestone: female partners, principals, and directors at Deloitte in the United States exceeded 1,100 in 2012.<sup>41</sup>

DeHaas has a precise philosophy regarding inclusion: it is the “key to unleashing the power of diversity.” More specifically, inclusion and diversity are not the same. “You could have a diverse environment that’s not inclusive,” she argues. DeHaas clarifies that “inclusion really is much more about culture, about how the people feel.” An inclusive workplace, by this measure, values each employee “for the unique individual that they are.” Such workplaces encourage employees to “bring [their] authentic self to work,” to develop individual strengths, and “to grow and develop both personally and professionally.”<sup>42</sup>

When DeHaas joined Deloitte, she brought her high-profile position in Chicago’s corporate and philanthropic communities. “The managing partner of Andersen was sort of the CEO of the marketplace,” emphasizes DeHaas. “All of a sudden, I was asked to join boards with people like Bill Osborn, Andy McKenna, Pat Ryan, Jim Farrell, and Jim O’Connor. But there weren’t many women in senior leadership roles in the community at that time.” Her move allowed her to expand her civic profile, or in her words, Deloitte was “an opportunity to get involved on a much larger scale.”



*In a 2004 interview with the Chicago Tribune, DeHaas remarked, “I’m incredibly fortunate to have a spouse and family as supportive as mine.” Above: Dave Underwood, Deb DeHaas, and their sons, Matthew (from left), Eric, and Alex, c. 2006.*

Thanks to her upbringing, DeHaas was well-prepared for community service. She describes community activism as “very core to our family” from the time she and her siblings were young. “That was just something our parents believed in,” she recounts. DeHaas’s mother was a critical role model. “One of the things I’m really proud of is just how much of a leader she was in our community,” she states. “As an example, she helped start this Head Start program in our community.” DeHaas insists that rubbed off onto her. “We tutored at our church. We had a carnival for muscular dystrophy in our yard when we were kids. In college, my sorority was very involved in the Ronald McDonald House.”<sup>43</sup>

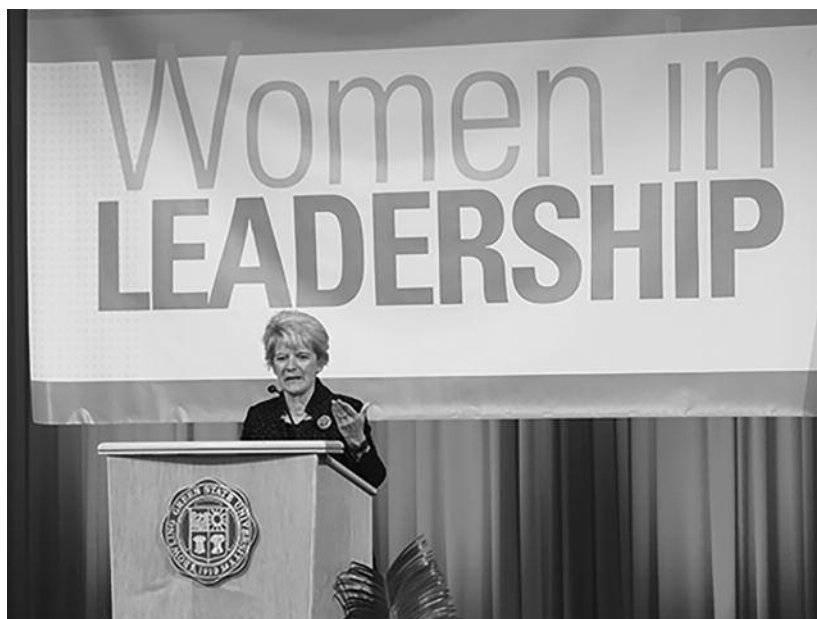
Mayor Daley also appealed to DeHaas to encourage Deloitte to fill in the civic vacuum created by the demise of Andersen. “Mayor Daley called me over to his office,” remembers DeHaas. He made the case that Deloitte needed to assume a greater public role in Chicago, “to step in and become this larger civic leader than in the past. We really need you,” Daley told DeHaas. DeHaas answered his call. Since moving to Deloitte, she has been a virtual whirling dervish of civic activism. DeHaas has served on the boards of the Chicagoland Chamber of Commerce, Northwestern University, the Executives’ Club of Chicago, the Museum of Science and Industry, and WTTW/Channel 11. She also served as board chairman of the United Way of Metropolitan Chicago and cochairman of the development committee of Chicago 2016, which led the city’s bid for the 2016 Olympic Games.<sup>44</sup>

*When it comes to civic activism, DeHaas leads by example. She has fully embraced Mayor Richard M. Daley’s charge to guide Deloitte to assume a greater public role in Chicago.*





*In her life and work, DeHaas embodies the motto “Be bold for change.” Below: During the 2015 Women in Leadership conference at Bowling Green State University, she spoke about the need to move toward “cognitive diversity—diversity of perspective, diversity of thought.”*



At almost the same time that Daley recruited DeHaas, he did the same with Simmons. From 1993 to 1994, she chaired the mayor’s Youth Development Task Force.<sup>45</sup> After leaving the MacArthur Foundation in 1999, Simmons remained engaged in more projects than ever. Daley asked her to co-chair the task force that produced the *Chicago Climate Action Plan* (2008), a document in which the City of Chicago promised to reduce greenhouse gas emissions to 25 percent below 1990 levels.<sup>46</sup> Chicago thus became the first US city to identify emission sources, anticipate impacts, and propose specific solutions in response.<sup>47</sup>

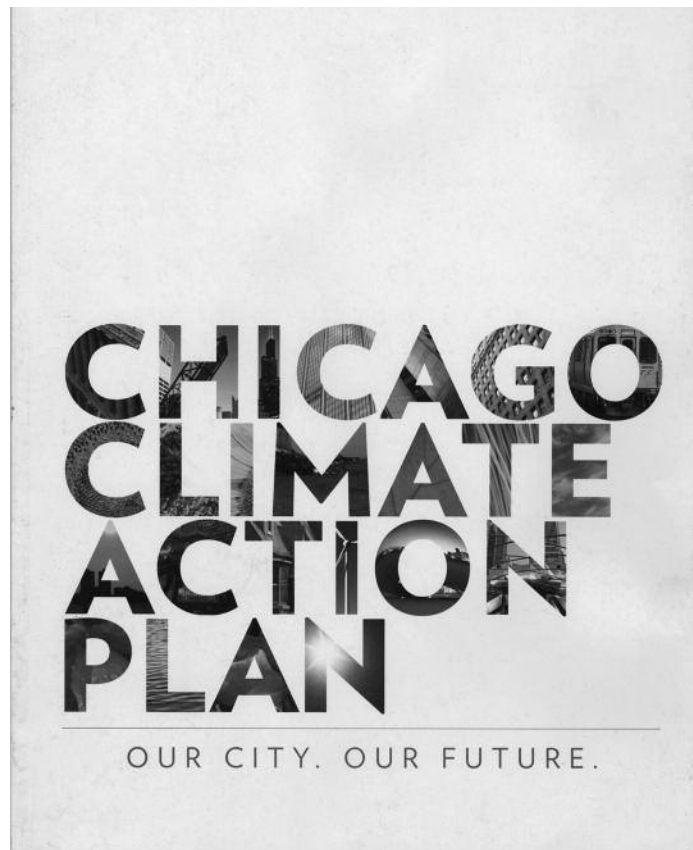


*Adele and John Simmons and their children, Ian (from left), Erica, and Kevin, c. 2000.*

*Simmons co-chaired the task force that produced this 2008 report (below), which included the work of leading scientists, policy experts, and business leaders.*

Simmons points out that this differed from other “task force” publications. A “green ribbon committee” of community, corporate, and civic leaders was formed after the report’s publication, responsible for overseeing and working with “the people involved in implementation.” If “at any point when we saw that something wasn’t working right,” emphasizes Simmons, “we could go to the mayor and say, ‘I think you should call Streets and Sanitation, because they’re not moving, and before the [*Chicago Tribune*] writes a story, you could start fixing it.” Simmons and the committee continued working “very closely with the mayor in the implementation of the plan.” Even today, Mayor Rahm Emanuel “is continuing it and moving a lot of things forward.”<sup>48</sup>

Simmons also served as the vice chair of Chicago Metropolis 2020 and was instrumental in the planning of the 2009 Burnham Plan Centennial. As president of the nonprofit Global Philanthropy Partnership, she works in support of developing global philanthropy infrastructures, encouraging global giving, and promoting sustainable cities.<sup>49</sup> The organization is particularly focused on the relationships among climate change, global poverty, and international security. Simmons was also active in the Synergos





Institute, serving on the board, chairing the Program and Planning Committee, and editing the quarterly newsletter *Global Giving Matters*.<sup>50</sup>

Much of Simmons's civic work in the twenty-first century is a continuation of her work at the MacArthur Foundation. For example, she co-chaired a Chicago Council on Global Affairs study group that examined and promoted Chicago as a global city. "When I left MacArthur, I had a Chicago soul and a global soul," admits Simmons. "I wanted to keep my global interests and have a base for them." She points out that during her youth "nobody thought of Chicago as a global city." Simmons's solution was to organize a group of civic leaders with MacArthur funding. "We brought in the unions; we brought in the businesses," she recalls. "We brought in all these different groups to really talk about and help build the image of global Chicago." The final result was her influential *The Global Edge: An Agenda for Chicago's Future* (2007), coauthored with Michael H. Moskow and Henry H. Perritt Jr.<sup>51</sup>



DeHaas (right) credits her siblings—Betsy Holden (left), a prominent businesswoman, and David DeHaas, a vascular surgeon—with pushing her “to put high expectations” on herself.



DeHaas celebrates with her family at the 23rd Annual Making History Awards ceremony, held at the Four Seasons Hotel Chicago, in 2017. Dan Rest Photography.



*Left: Adele Simmons accepts her Making History Award from Marshall Field V on June 6, 2012. Right: Scott Swanson presents Deb DeHaas with her Making History Award on June 7, 2017. Dan Rest Photography.*

Simmons and DeHaas share an honest modesty in their numerous accomplishments and pathbreaking contributions. For Simmons, she considers the “small things” to be most significant: support for neighborhood health clinics, funding a local museum, working on a land mine treaty, promoting the concept of an international criminal court.<sup>52</sup> “I never really think anyone accomplishes anything on their own,” concurs DeHaas. “Working on teams solving problems, and then working with other leaders in the community to hopefully make things better—I think I’m most proud of that.”<sup>53</sup> And so is most of Chicago.

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**ILLUSTRATIONS** | All illustrations are courtesy of the awardees, except for the Chicago History Museum event photography at the bottom of page 61 and on page 62.

**FURTHER READING** | Deborah DeHaas and Adele Smith Simmons await their biographers. Explorations of DeHaas’s career appear in John Carpenter, “Demise of Arthur Andersen taught professional, personal lessons to Deloitte leader,” *Chicago*

*Tribune*, March 5, 2012, and Deanna Hartley, “Accounting for Inclusion: Deloitte’s Deborah DeHaas,” *Diversity Now*, January 14, 2013. On Arthur Andersen and Enron, see Barbara Ley Toffler, *Final Accounting: Ambition, Greed, and the Fall of Arthur Andersen* (New York: Broadway Books, 2003) and Nancy B. Rapoport, Jeffrey D. Van Niel, and Bala G. Dharan, eds., *Enron and Other Corporate Fiascos: The Corporate Scandal Reader*, second edition (New York: Thomson Reuters/Foundation Press, 2009). A concise summary of Adele Simmons’s career appears in Barbara J. Love, ed., *Feminists Who Changed America, 1963–1975* (Urbana: University of Illinois Press, 2006), 424. Simmons’s major work on Africa is *Modern Mauritius: The Politics of Decolonization* (Bloomington: Indiana University Press, 1982). Her term as Hampshire College president is discussed in Fox Butterfield, “She Has Hampshire Feeling Frisky Again,” *New York Times*, January 4, 1987. Simmons’s views on Chicago as a global city appear in Adele Simmons, “Introduction” in Charles Madigan, ed., *Global Chicago* (Urbana: University of Illinois Press, 2004), 7–14, and Michael H. Moskow, Henry H. Perritt Jr., and Adele Simmons, *The Global Edge: An Agenda for Chicago’s Future* (Chicago: Chicago Council on Global Affairs, 2007).

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## ENDNOTES

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- Simmons, interview. See also Adele Smith Simmons, *Modern Mauritius: The Politics of Decolonization* (Bloomington: Indiana University Press, 1982).
- Carpenter, “Demise of Arthur Andersen;” DeHaas, interview (magna cum laude).
- Barbara Ley Toffler, *Final Accounting: Ambition, Greed, and the Fall of Arthur Andersen* (New York: Broadway Books, 2003), 25. The Big Eight accounting firms included Arthur Andersen LLP, Arthur Young, Coopers & Lybrand, Deloitte Haskins & Sells, Ernst & Whinney, Touche Ross & Company, Peat Marwick Mitchell, and Price Waterhouse & Company. In 1989, Arthur Young merged with Ernst & Whinney and Deloitte Haskins & Sells merged with Touche Ross. In 1998, Price Waterhouse merged with Coopers & Lybrand.
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