

Benchmarking Women's Leadership

in the United States



UNIVERSITY *of*
DENVER

COLORADO WOMEN'S COLLEGE

Benchmarking Women's Leadership

in the United States

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Benchmarking Women’s Leadership

in the United States

TABLE OF CONTENTS

Colorado Women’s College at the University of Denver 4

Preface 5

Special Acknowledgement from The White House Project 7

Introduction..... 5

Executive Summary..... 7

Academia..... 12

Arts and Entertainment..... 27

Business and Commercial Banking..... 41

Entrepreneurship 55

Journalism and Media 67

K-12 Education..... 83

Law 92

Medicine 101

Military 110

The Nonprofit and Philanthropic Sector..... 120

Politics and Government 132

Religion..... 149

Sports 162

Technology 171

Methodology..... 179

Benchmarking Women's Leadership in the United States

COLORADO WOMEN'S COLLEGE AT THE UNIVERSITY OF DENVER

Where women learn to lead.

In 1888, Colorado Women's College (CWC) was founded as a place for women to achieve a higher education in Denver, Colorado. In 1982 CWC became a part of the University of Denver, with a commitment from the University to invest in the College's continuing development as an academically challenging, empowering and transformational learning environment for women. Today, Colorado Women's College at the University of Denver remains dedicated to educating and empowering women, as one of approximately 50 women's colleges in the U. S., and the only one in the Rocky Mountain region.

Colorado Women's College places women at the center. Here, women's thought leadership is elevated in the classroom, through research, and at salons where women thought leaders – including students, faculty and members of the local community – share ideas, lead conversation and provide commentary on current issues and their impact on women. Combined with the intellectually expansive experience of the University of Denver, a private research institution dedicated to the public good, CWC students graduate with a well-respected degree from the University of Denver and with the desire to lead – as well as with the academic knowledge, skills, confidence and drive to create a better world for everyone.

Colorado Women's College is a knowledge center and catalyst for progress in women's leadership issues. Through research, partnerships and alliances with individuals and entities committed to examining the complexity of leadership and areas of emerging influence for women, the College generates and applies new knowledge – while challenging women to exercise leadership and influence across all sectors. It is within this innovative learning environment that students gain an enhanced ability to engage in and appreciate multicultural dialogue and perspective, establish greater self-confidence, and receive a strong preparation to influence and impact the world in which we live. Graduates exemplify the mission of the College: Colorado Women's College educates women to boldly lead in the communities where they live, work and engage.

Benchmarking Women's Leadership

in the United States

PREFACE

Lao-Tzu said “A journey of a thousand miles begins with a single step.” However, a more correct translation from the original Chinese would be “The journey of a thousand miles begins beneath one’s feet.”

Women’s colleges have been talking the talk and walking the walk in educating leaders, leaders who happen to be women, since the mid-19th century. While fewer in number in the 21st century, women’s colleges still play a critical role in educating and elevating women, and even more importantly, expecting women to be leaders—all women, not just a privileged few. Certainly Colorado Women’s College (CWC), celebrating its 125th anniversary this year, exemplifies the ways in which women’s colleges are reaching greater numbers and more diverse types of women. Nearly 50 % of our students identify as women of color, while an additional 10% of CWC students come to us from countries outside of the United States.

Several years ago The White House Project founding President Marie C. Wilson was seeking an educational institution to continue the legacy established in the 2009 *The White House Project: Benchmarking Women’s Leadership* report. Marie wanted The White House Project to partner with a college or university that implicitly shared the mission and values of The White House Project and, particularly, an institution that purposefully and intentionally welcomed all women into its community. Marie found that partner in the University of Denver’s Colorado Women’s College.

Both Marie C. Wilson and her able successor, Tiffany Dufu, courageously entrusted the extension of *The White House Project: Benchmarking Women’s Leadership* to Colorado Women’s College and its

team of researchers. The research team was led by CWC Law and Society program chair Tiffani Lennon along with a group of University of Denver and Colorado Women’s College graduate and undergraduate women. In this report, *Benchmarking Women’s Leadership in the United States*, the faculty-student collaboration was rich and fully expressed the inclusivity and perspective that both Marie and Tiffany sought in the women who were to produce this 2013 report.

The White House Project unexpectedly closed in December 2012 leaving a huge gap in the efforts to advance women’s leadership. While I and others deeply mourn the loss of The White House Project, those of us who remain carry on its mission “to advance women’s leadership in all communities and sectors—up to the U.S. presidency—by filling the leadership pipeline with a richly diverse, critical mass of women.”

With the loss of our White House Project partner, Colorado Women’s College moved forward to complete this report and disseminate it widely. CWC was fortunate to find a donor who believes in the college, its mission, and this report. Thanks to the generosity of entrepreneur and visionary Emily Spencer, *The Emily B. Spencer Research Fund for the Advancement of Women’s Thought Leadership* now exists to steward ethical research that generates knowledge, informs practice, and promotes partnerships. It is through Emily’s generosity that CWC received the funds necessary to complete

PREFACE

Benchmarking Women's Leadership in the United States and for that support I am deeply grateful.

It is the 21st century and the fact that this report shows that women remain, on average, less than 20% of positional leaders across 14 sectors in the United States is unconscionable. Addressing complex challenges of the 21st century requires diversity of thought, experience, and perspective. And yet, as my students often remind me, how can our nation meet those challenges when 80% of our organizational leaders are men? The time has come for women and men to share leadership for the sake of our families, our organizations, and our nation. I believe that this report will assist in prompting conversation, backed by significant data, to create greater capacity for women's leadership across the sectors.

To the men reading this report, what you will do to partner with women to change the landscape of positional leadership in this country? And to the women, as you journey through your own leadership path, remember that "The journey of a thousand miles begins beneath one's feet." You are a necessary player in changing the landscape of who leads.

*Lynn M. Gangone, Ed.D.
Dean, Colorado Women's
College—University of Denver
August 18, 2013*

Benchmarking Women's Leadership

in the United States

SPECIAL ACKNOWLEDGEMENT FROM THE WHITE HOUSE PROJECT

Leadership matters. In order to innovate new solutions to the toughest problems we face, diverse leadership matters the most. Yet at the highest levels of leadership, women, though now over half of college graduates, continue to be underrepresented. Marie C. Wilson founded The White House Project in 1998 to address this problem. Over the next 15 years, we inspired, trained, and shifted the conversation about how we advance women. .

Our 2009 report, *The White House Project: Benchmarking Women's Leadership*, offered the first comprehensive review across ten sectors of society and continues to be a key resource for those who care about maximizing the impact of over half of our population. Demand for an updated *Benchmarking Women's Leadership* grew soon after its publication, and we were thrilled to partner with Colorado Women's College for their 2013 report titled *Benchmarking Women's Leadership in the United States*.

The partnership choice was obvious. Out of The White House Project's work, training over 15,000 women across the country on how to run for political office, Colorado has yielded the most dramatic result — ranking first in the nation — with women representing 41% of its state legislators. In addition, Dean Lynn M. Gangone and her colleagues share our commitment to investing in the new face of leadership.

If we want something we have never had before, we will have to do something we have never done before. I encourage all of us to creatively apply

the facts and insights from this report to advance women's leadership in ways previously unimaginable. Technology is our most innovative tool and movements such as *Levo League* and *Lean In* are providing new solutions to an old dilemma. From the halls of Congress to corner offices, women's talent and ingenuity must be fully harnessed for the benefit of all of us. Looking at the numbers can be daunting, but let us use *Benchmarking Women's Leadership in the United States* to make the complex doable.

With the closure of The White House project, I am especially proud that Colorado Women's College has fully embraced the work of charting our collective progress to advance women's leadership.

Tiffany Dufu
Former President, The White House Project
March 24, 2013

Benchmarking Women's Leadership

in the United States

INTRODUCTION

In 2009, The White House Project, under the leadership of president and founder Marie C. Wilson, released *The White House Project: Benchmarking Women's Leadership*. The report examined ten sectors to quantify and qualify where women were—or were not—in positional leadership roles. .

The report found that women, on average, constituted 18% of positional leaders across the ten sectors studied. Project directors and editors Lucie Lapovsky and Deborah Slaner Larkin, with a team of researchers, writers, and an esteemed advisory panel, led the direction of *The White House Project: Benchmarking Women's Leadership*.

The success and overwhelming response to *The White House Project: Benchmarking Women's Leadership* elicited a need for more information about women and positional leadership and influence. To this end, President Marie C. Wilson and her successor, President Tiffany Dufu, in collaboration with the Colorado Women's College Dean, Lynn M. Gangone, charted the course for this report titled *Benchmarking Women's Leadership in the United States*.

As the author and lead researcher of *Benchmarking Women's Leadership in the United States*, I began collecting data alongside my research associates, Dorey Lindemann Spotts and Marissa Mitchell, in January 2012. After concluding our data collection and synthesis in December 2012, we identified and included the most recent data on women leaders in 14 sectors in the United States. This report identifies the top positional leaders and performers in each sector wherever possible.

By examining top performers *and* positional leaders, we uncovered data trends revealing that women are often among the highest performers, yet are often not proportionally represented in top leadership. Among those women holding positional leadership, frequently the individual, organization, office and/or entity perform exceptionally well. To illustrate, a higher percentage of women sit in leadership positions in the top ten organizations, offices or entities than in the industry as a whole. Additionally, our methodology allowed us to uncover women's performance relative to men's consistently across most sectors whenever objective measurements could be used. To determine performance we examined raw figures, such as profits, audiences, circulations and sales, and found that women are either outperforming men comparatively or proportionally. Another trend emerged when examining both positional leadership and performance. In new sectors, such as technology and social media, where gatekeepers have not yet emerged, women are better represented in positional leadership roles.

In short, this report seeks to capture positional leadership and industry performance data to inform the public, debunk existing gendered myths, and encourage better practices to ensure that gender bias, however subtle, is eliminated. It

INTRODUCTION

is not the report's intent to claim that top positional leadership roles are the most important or preferred within an organization, office or entity. Nor is the report claiming that the ways in which industry performance has been captured is the only or preferred set of performance measurements. Clearly, the finite scope of the report, time available to researchers, and the accessibility of public data created a set of limitations. Nonetheless, the report does capture women's positional leadership in 14 sectors among the top organizations, offices and entities, and quantifies those who receive industry recognition and awards.

Tiffani Lennon, JD
Author and Lead Researcher
Chair, Law and Society, Colorado Women's College—University of Denver
March 2013

Benchmarking Women's Leadership in the United States

EXECUTIVE SUMMARY

It has been many, many years since the Civil Rights Act of 1964 addressed pay inequity and rendered the days of “men’s want ads” and “women’s want ads” illegal. It has been over forty years since the passage of Title IX and the creation of educational equity in the classroom and on the athletic field; in the last Olympics in 2012, female athletes achieved 56% of all U.S. Olympic medals, and 64% of the gold medals. Additionally, women earn the majority of undergraduate, graduate, and professional degrees.

Women are present in the workforce in significant numbers, representing nearly half of the workforce and 51% of all managerial and professional workers. Recently, the Lilly Ledbetter Fair Pay Act of 2009 further strengthened pay equity in the workplace. A 2008 poll conducted by GfK Roper for The White House Project noted “that one big battle has been won—large majorities of Americans (overall, about 90% and never lower than 70%) are comfortable with women as top leaders in all sectors, from academia and business to media and the military” (p. 5).

A number of studies benchmarking women’s leadership in individual sectors demonstrate that despite legislative and attitudinal changes, women are over-performing, underrepresented and underpaid. Factors often cited for contributing to women’s lack of leadership advancement and pay

equity include choosing to invest in family responsibilities, chosen fields of study, and lifestyle preferences. Additionally, there is typically an inference that women are “choosing” to not pursue senior level roles, and, possibly, to not work at all. In reality, most women have no economic choice except to work, and/or seek professional advancement and leadership positions. Therefore, it is in everyone’s best interest—women, their families, and our nation—for women to receive equitable treatment, pay, and opportunity for advancement.

In this national study, *Benchmarking Women’s Leadership in the United States*, researchers employed a different methodological approach from previous studies. What they found is quantifiable evidence that debunks many of the existing myths about the lack of women leaders in the United States.

This executive summary highlights these important findings.

To determine where women in general, and women of color specifically, sit in leadership over a broad range of industries, researchers collected data on fourteen sectors and analyzed each sector’s executive leadership, boards of directors and trustees, and awardees of industry-specific distinctions. By further focusing on the nation’s top performing companies and performers, researchers sought to overcome the presumption that women are not in senior leadership because, for example, they prefer positions that accommodate their families or lifestyle.

The findings and the resulting ramifications contained in this study illuminate data that are missing as part of the public discourse on the U.S. economy and this country’s future as a

EXECUTIVE SUMMARY

global competitor. For our nation to make the best widget, offer the best solution, engage in effective lawmaking, gross the largest profit, and educate future leaders, it must take advantage of 50% of its workforce—women. To truly bring women to full parity, leaders throughout all sectors must acknowledge the inherent and institutionalized gender biases that still exist, and adopt evidence-based practices to secure a future in which this nation “harness(es) the opportunities offered by this vital segment of the workforce” (*Wall Street Journal*, 1, April 2012).

Specific recommendations are offered in this report to increase the number of women leaders. For example, this research indicates the immediate need for far greater objectivity in hiring procedures, promotion practices, and merit increases. Without specific strategies to address promotion and advancement of women, corporations and organizations will continue to fall behind their competition.

The findings in *Benchmarking Women's Leadership in the United States* demonstrate that:

- Women are outperforming men, but not earning salaries or obtaining titles that reflect their high performance.
- Women are better represented in the top performers when comparing the nation's top businesses and organizations to their respective sectors as a whole.
- The assumption that women are underrepresented in leadership roles because they prefer less demanding or time-consuming positions to accommodate their families or lifestyle is refuted by the research.
- When women leaders are present, revenue is greater, sales are increased, impact and reach are more expansive, and industry distinctions are more prolific.
- In newer sectors, such as technology and social media, where gatekeepers have not yet emerged, women are better represented in positional leadership roles.
- Taking all evidence into consideration, the lack of women in positional leadership roles is predominantly due to an inherent bias against women as leaders.
- Without strategies to address promotion and advancement of women, U.S. corporations and organizations will continue to fall behind their competition as they neglect harnessing the energy and talent of 50% of the U.S. workforce.
- As stakeholders become aware of the potential for greater profits with greater numbers of women in leadership roles, they will likely act and apply pressure to change business and hiring practices accordingly.
- The most important recommendation that emerged throughout all sectors was the imperative that organizations prioritize the implementation of objective performance measurements and performance-based promotion practices.

Benchmarking Women's Leadership in the United States examines women in leadership roles across 14 sectors. Throughout all sectors, women were underrepresented in leadership and underpaid, regardless of their performance.

Academia

- Despite women being underrepresented at 29.1% in tenure track positions at doctoral institutions, women researchers comprised 55.88% of grantees for some of academia's more prestigious awards in education, health, humanities and science.
- In 2012, women led five of the eight Ivy League institutions.
- Women comprise an average of 24.53% of positional leaders in academia.
- In 2009, women of color accounted for 11.4% of instructors, 10.6% of assistant professors, and only 3.7% of professors.
- At four-year institutions, women earn close to 20% less than their male counterparts.

EXECUTIVE SUMMARY

Arts & Entertainment

- In 2011, women authors produced 60% of best sellers, yet earned approximately 27% of industry earnings.
- Women positional leaders comprise an average of 23.5% across the entire arts and entertainment sector.
- 2012 signaled a 15-year low for women in television with declines across all positions except executive producer.
- Billboard's 2012 listing of the top 25 most influential musical artists includes one woman of color, representing 0.42%, and no white women.
- In film in 2010-11, the top-earning female actors earned approximately one third of the top-earning male actors.

Business and Commercial Banking

- Businesses with women on their boards outperform companies with all-male boards by 26%.
- Women hold only 4% of Fortune 1000 CEO positions, but nearly 20% at the top Fortune 10 companies.
- Women-owned hedge funds produced an average return of 9.1% compared with 5.8% among male-dominated funds, yet women manage only about 3% of the 9,000 hedge funds in the U.S.
- In 2011, women held 13.1% and women of color com-

prised 3% of board director positions among Fortune 500 companies.

- While women held 51.4% of all professional, managerial and related position in 2011, they occupied only 14.1% of all executive positions and approximately 15% in Fortune 500 businesses.
- Whereas women hold 10% of CEO positions in the top ten banking companies, they earn on average just .06% compared to male salaries.

Entrepreneurship

- Women-owned firms accounted for 40% of all U.S. privately held firms in 2008.
- Women comprised 20% of the top entrepreneurs of 2011, yet received only 11% of the capital investment.
- Between 1997 and 2002, women-owned firms grew by 20%, more than twice the rate of all U.S. firms at 7%.
- According to the 2007 U.S. Census, women of color comprised approximately 40% of all female-owned companies and grossed about 20% of total sales.
- In 2011, 18.75% of venture capital firms were lead by women.
- On average, women comprised 9.7% of all positional leaders in the entrepreneurial sector.

Journalism and Media

- In 2009, female editors-in-chief claimed 70% of the top 10 spots in the magazine industry distinction of being named a "most trustworthy media."
- Women comprise 23.3% of leaders in journalism and media, with the lowest at 7.5% in radio and the highest at 55% in social media.
- In 2012, women of color comprised 5.6% of the total leaders of color amongst television network affiliates.
- In 2012, 13.1% of CEOs and board leaders for the top media and journalism companies were women.
- Of the 25 largest daily newspapers in the U.S., only one publisher is female.
- Women editors and executive editors earn 25.2% less than their male counterparts in the magazine industry.

K-12 Education

- When examining industry distinctions, female principals outperform their male counterparts by 55% to 45% among the top ten performing schools in the U.S.
- More women teach mathematics and science than men; men teach more physical education and social studies than women.

EXECUTIVE SUMMARY

- Women average 75% of teaching positions, but only 30% of educational leadership roles.
- Women superintendents earn just 81.4% of what men earn; the greatest pay parity exists among elementary, middle and secondary school teachers.

Law

- In 2012, 47.3% of law school graduates were female, yet only 15% of equity partners and 5% of managing partners were women.
- On average, women comprised 23% of positional leaders in law in 2012.
- On average, women of color represent 6% of all lawyers, but that more than doubles to 13% at firms with over 700 lawyers.
- At law schools, women hold 60% of associate and assistant dean positions, but only 26% of dean positions.
- In 2011, women attorneys earned 87% of male salaries.

Medicine

- The number of female physicians has doubled in the last twenty years.
- Women CEOs run 18% of the top-grossing hospitals. That number jumps to 30% in the top 10 for-profit hospitals.

- On average, 25.5% of women occupy the top leadership positions among medical school faculty, regulatory agencies, and public and private hospitals, including CEOs, executive positions and board members.

- In 2011, female CEOs earned 57% of what male CEOs earned at top-grossing non-profit hospitals.

- Over a 30-year career, women who receive a “highly competitive research grant” earn \$360,000 less than their male counterparts.

Military

- From 1973 (when the draft ended) to 2010, the number of enlisted women rose from 2% to 14% and women commissioned officers from 4% to 17%.
- In 2011, 17% of women in the military were commissioned officers compared to only 15% of men.
- In 2011, the percentage of active-duty females continued to be more racially diverse than the male force with 31% African-American women in service compared with 16% of African-American males; and, 53% of active duty women are white versus 71% of men.
- On average, women comprise 12% of leadership roles in the Armed Services.

- The Armed Services was one of the first employers to pay women equally for equal work, starting in 1901 when women began serving in the military.

The Nonprofit and Philanthropic Sector

- Women comprise 65% of leadership in social entrepreneurship.
- In 2009, women made up nearly 75% of the nonprofit workforce, but held only 45% of CEO positions.
- On nonprofit boards, only 4.5% of directors are women of color.
- Female representation and compensation in CEO positions declines as budget size increases; for organizations with budgets over \$50 million, women represent only 16% of leaders and experience a 23% wage gap.
- Women in nonprofit CEO positions receive, on average, 80% of their male counterpart's salary.

Politics and Government

- Congresswomen cosponsor about 26 more bills per congress than congressmen.
- Within districts over time, roughly 9% more federal spending is brought home when there is a woman representing the district in Congress than when the same district is represented by a man.

EXECUTIVE SUMMARY

- Women comprise 22.8% of all political and governmental leadership roles.
- In the 2013 U.S. Congress, women hold only 18% of the seats and women of color only 5.5%.
- Women candidates received 11% of the top ten PAC contributions in 2012.

Religion

- More than 80% of the U.S. public welcomes prominent roles for female religious leaders.
- Six females have been credited with the founding of modern world religions, all of which were part of the New Thought Movement of the 19th and 20th centuries.
- In 2009, 10% of U.S. religious organizations employed a female senior pastor, twice as many as in 1999.
- Female religious leaders are far more likely to lead small and moderate size religious organizations; as the size of the organization grows the percentage of female leaders shrinks.
- Episcopalians claim the highest percentage of female leaders among any of the major religions in the U.S.; 31% of rectors and vicars, or parish priests, are female.

Sports

- In the 2012 Olympics, female athletes won 56% of all U.S. Olympic medals, and 64% of the gold medals.
- In 2009-10, 19.2% of collegiate athletic directors were female and 2.4% identified as women of color.
- In professional sports, women hold 18% of sport presidencies and vice presidencies in the NBA, 17% in MLB, 16% in the NFL, and 6% in MLS.
- Coaches of college women's Division I teams earn approximately 68% of what the coaches of male teams earn, one of the largest pay gaps in this study.
- Women in Division I colleges comprise over 50% of the student body, yet receive only 32% of the athletic recruiting dollars and 37% of total money spent on athletics.

Technology

- In the top ten technology companies, those with a female CEO have 21% more women in leadership roles than those led by a male CEO.
- Women comprise an average of 20% of all leadership roles in the technology sector.
- In 2012, only 9% of CIOs were female, down from 11% in 2011 and 12% in 2010.

- Among men and women with a STEM (science, technology, engineering and math) degree, about 40% of men work in a STEM field as opposed to 26% of women.
- Among those earning computer science bachelor's degrees, African-American women earn less than 5%, Hispanic women earn less than 2%, and Native American women earn less than 1%.
- The average CEO salary for females in the industry's top ten companies is 26% less than the average male salary.

When women lead, their leadership improves an organization's impact, employee retention, and profit. With improved retention comes better and more efficient hiring and promotion practices and talent management. From greater impact comes a reduction in societal problems, more satisfied clients and/or consumers, and an improvement in quality of life. With larger profits comes a more sustainable organization or business, more opportunities for hires and promotions, and greater wealth. Investing in women is a win-win for all sectors and ultimately, our nation. The time has come for us to move from "lip-service" to true equity and parity for women in the workforce, in the C-Suite, and on boards.

I. The Status of Women

in Leadership in Individual Sectors

ACADEMIA

Academic leaders can have far-reaching influences on the universities they represent, as well as within other institutions where their scope of research and knowledge can affect much of society. In particular, female academicians can influence many arenas outside their home institutions in their pursuit of generating knowledge and educating leaders of tomorrow. Like all educators, their reach surpasses a discipline or field. Perspectives brought by diverse women representing various socioeconomic, racial and ethnic backgrounds encourages a breadth and depth of ideas that cannot be found in a homogeneous pool.

Studies have shown that when prominent female academics are involved in research, for example, it can affect the nature of both the questions that are asked and the findings (Curtis and West 2006, p.4). Women in senior faculty positions and top-level leadership positions in academia provide all students, faculty and staff with an important opportunity to work with talented women—an experience that will prove increasingly valuable as the overall gender balance in the workforce changes. In addition, women serve as powerful role models and mentors to younger women beginning their path to leadership. Thus, these leaders can serve to foster the best and brightest of not only this generation but also several generations to come.

“In the 20th century, academic activists used legal action, executive order and foundation money to leverage change in postsecondary education. Yet in the 21st century change has stalled. Comparable change will only come when women are recognized for their capital contributions. Moreover, the 21st century demands that we maximize the performance of our entire population in a fiercely competitive global market. For these reasons it is essential for postsecondary activists to make performance measurements an essential component of the needed change that must occur.”

—Dr. Cynthia Secor, Founder of the Higher Education Resource Services (HERS)

Women in Academia: Current Levels of Leadership

In the U.S., more women are attending college and obtaining advanced degrees than ever before. The increase of women in higher education can be attributed to more women of color attending college than their male counterparts. In addition, women

typically cannot earn as much as men without a college degree, causing more women to pursue

Women outperform men 56% to 44% in national research awards and grants.

ACADEMIA

higher education to increase their earning power.

However, this high level of participation in education does not translate to comparably high representation in leadership roles in academia. Women still lag significantly behind men in status, salary and leadership positions in academia.

The data in this chapter measuring women's leadership in academia can be distilled into the following breakdown. Note that only full professors from doctoral institutions — the highest faculty rank at the highest ranked institutions — versus all institutions were included in the average percentage, which totals only 35.4.

Despite this low positional representation, women outperform men 55.88 percent to 44.12 percent in national research awards and grants.

Students

Women students comprised 57 percent of all enrollments and received 59 percent of all degrees conferred in 2009-10 (NCES 2012, p. 289). The rate of women's participation in colleges and universities is rising, because women of color are obtaining degrees and increasing the number of women students and graduates overall. Additionally, the "knowledge economy" has precluded the ability of many to earn a sustainable wage without a degree.

Men of color, however, are not attaining degrees at the same

Position at Academic Institution: % of Women (% of Men)

Full Professors at Doctoral Institutions: 8% women (27.4% men)

Board Trustees: 28.4% women (71.6% men)

Presidents at Doctoral Institutions: 22% women (78% men)

Chief Academic Officers at Doctoral Institutions: 32% women (68% men)

Average % of Women Leaders in Academia: 24.53% (64.7% men)

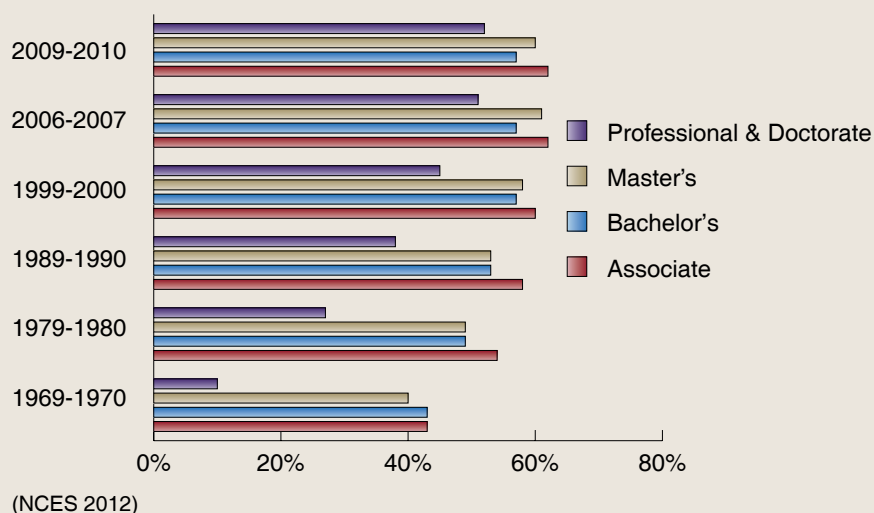
rate as their female counterparts. White men's representation has continued growing at the same rate as in the past.

Degrees

The percent of women completing college and graduate school has increased significantly since 1969-70, when women received 43 percent of the undergraduate degrees (associate and bachelor's), 40 percent of the master's degrees, 5 percent of the first professional degrees (primarily law and medicine), and 13 percent of the doctoral degrees. In 2009-10, women received 62 percent of associate degrees, 57 percent of bachelor's degrees, 60 percent of master's degrees, and 52 percent of doctoral and first professional degrees (NCES 2012, p. 289).

In 2010, women of color comprised approximately 20 percent of total fall enrollments. More specifically, women of color comprised 22.2 percent of all undergraduate enrollment and 17.6 percent of all post-baccalaureate enrollment (NCES 2011).

Percent of Degrees Received by Women



ACADEMIA

Women of Color Enrolled 2010 Enrollment (in thousands)					
	Total	# Women	# Women of Color	% Women	% Women of Color
Total	21,016.1	11,971.3	4,526.4	57.0%	21.5%
Undergrad	18,078.7	10,243.5	4,009.7	56.7%	22.2%
Post-baccalaureate	2,937.5	1,727.8	516.7	58.8%	17.6%

(NCES 2011)

Earning a college degree increases the salaries of both men and women considerably. Yet the pay gap between males and females with a college degree is wider than those without a high school diploma. The pay gap between males and females without a high school diploma is \$98 per week, while the pay gap between male and female college graduates is \$344 per week on average (BLS 2011).

The pay gap between males and females with a college degree is wider than those without a high school diploma.

Faculty

The following charts and table track women and men by both faculty rank and institution type. There are four types of institutions: doctoral granting (herein after doctoral), master's degree granting (master's), baccalaureate granting (baccalaureate), and associate's degree granting (associate's). There are five faculty ranks: lecturer, assistant professor, associate professor, professor, and other (which includes instructor and adjunct).

At first glance, the quantity of women appears to have nearly reached parity with men in faculty positions. Yet a closer examination reveals that the types of institutions and the positions women occupy differ from men. Women have high representation among community college and baccalaureate institutions. But women's faculty representation declines significantly among doctoral institutions, particularly in tenure and tenure-track positions.

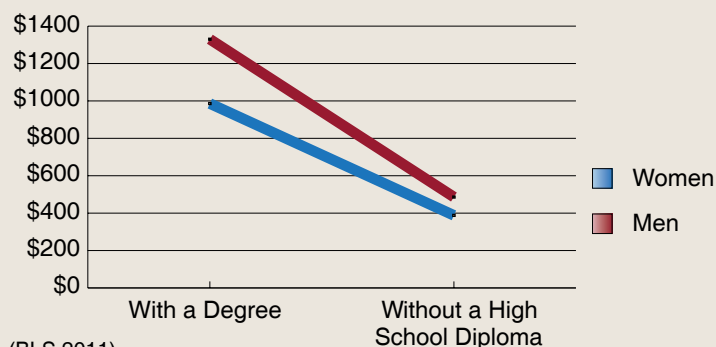
Women in faculty positions decline significantly among doctoral institutions.

In higher education, women are more likely than men to have entry-level faculty positions, such as lecturers and/or instructors. Among instructors and lecturers, women comprise 50 percent, which has remained virtually unchanged since 2006 with only a slight average increase of 2.7 percent (AAUP 2011).

At degree-granting institutions today, women account for 43 percent of the full-time faculty, up from 32 percent in 1991. While this increase represents substantial progress, women are still underrepresented among the more prestigious faculty ranks. As was found in all sectors, the number of women steadily declines as they move up the ranks. Moreover, these non-tenure track jobs often exclude women from attaining the top ranks of academia, because universities tend to pull from tenured faculty to fill top administrative positions.

Today, women constitute 28 percent of full professors — the

Weekly Earnings by Gender and Education 2010



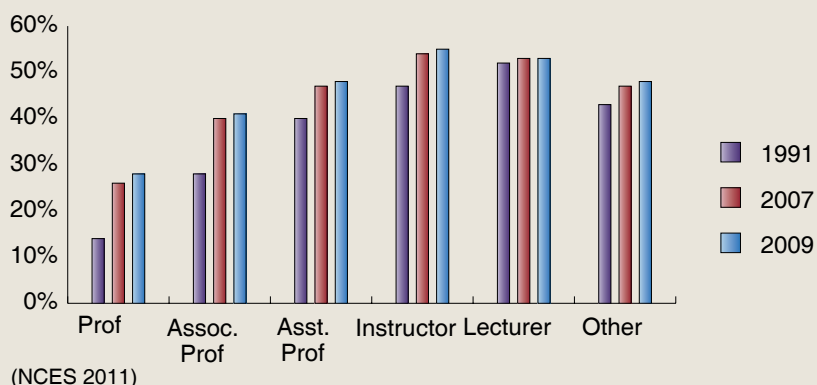
(BLS 2011)

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top faculty rank — (up from 15 percent in 1991), 41 percent of associate professors (up from 28 percent in 1991), 48 percent of assistant professors (up from 40 percent in 1991), 55 percent of instructors (up from 47 percent in 1991), and 53 percent of lecturers (up from 43 percent in 1991) (NCES 2011).

The representation of women at colleges and universities differs significantly by institution type. Women make up 38 percent of faculty at doctoral institutions, 45 percent of faculty at master's and baccalaureate institutions, and 53 percent of faculty at associate institutions. Overall, there are more male faculty members than female in all categories, except among associate's degree-granting institutions. In this category — often the least paid and least recognized — women outnumber men 52.7 percent to 47.3 percent.

Percentage of Female Faculty Across All Institution Types



At the most valued and rewarded tenure track positions within doctoral institutions, women comprise just 29.1 percent compared to 55.8 percent of men. The remaining percentage of faculty includes non-tenure faculty such as lecturers. Typically, institutions will promote from within these ranks, leaving women at a strong disadvantage for advancement.

In 2009, women of color accounted for 11.4 percent of instructors (up from 10.7 in 2007), 10.6 percent of assistant professors (up from 9.9 percent in 2007), and only 3.7 percent of professors (compared to 3.4 in 2007) (NCES 2011). Overall, women of color accounted for 8.1 percent of all faculties in 2011, an increase from 7.5 percent in 2007 (NCES 2011).

Distribution of Faculty by Rank, Gender and Institution Type 2010–11 (Percent)

Institution/ Academic Rank	Doctoral		Master's		Baccalaureate		Associate's with Ranks		Associate's without Rank		Total (except Associate's without ranks)	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Professor	27.4	8	19.2	9.1	19.1	9.6	14.9	14	N/A	N/A	23.1	8.9
Associate	16.1	10.4	15.5	12.3	16.1	12.8	11.9	12.9	N/A	N/A	15.7	11.4
Assistant	12.3	10.7	13.6	15	15.2	16.3	11.6	14.7	N/A	N/A	13.1	13
Instructor	2.1	3.1	2.4	4.3	2.5	4	6.8	8.3	N/A	N/A	2.5	3.9
Lecturer	3.5	4.3	3.1	3.9	1.4	1.7	1.6	2.2	N/A	N/A	3	3.7
No Rank	1	1.1	0.7	0.8	0.7	0.6	0.4	0.6	47.4	52.6	0.9	0.9
TOTAL	62.4	37.6	54.6	45.4	55	45	47.3	52.7	N/A	N/A	58.2	41.8

(AAUP 2011, p. 33)

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Faculty Salary

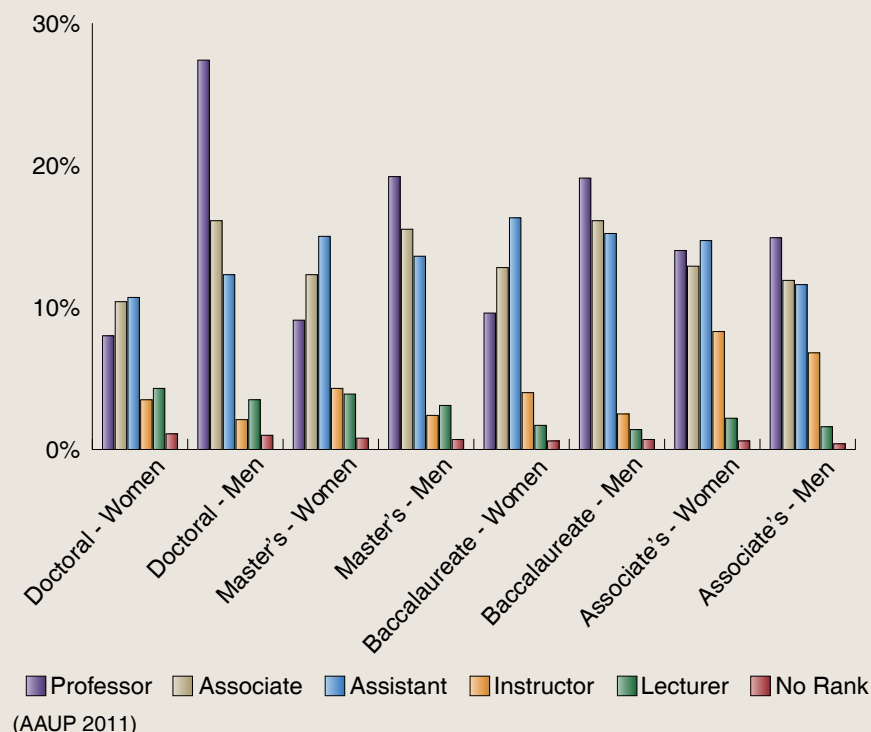
The ratio of women's earnings compared to men have remained virtually unchanged since the 1980s. In 1980-1981, women faculty earned 81.6 percent of the salary of men, compared to 82.4 percent in 2010-2011 (NCES 2011).

Looking more closely, a notable difference exists in the wage gap between two- and four-year institutions. At both public and private four-year institutions, women make close to 20 percent less than their male counterparts (18.4 percent for public and 18.9 percent for private institutions), which has not changed significantly over the last three decades. By contrast, at two-year public institutions, women make 4 percent less than their male counterparts, and at two-year private institutions, actually make slightly more (2.2 percent) than their male counterparts (NCES 2011).

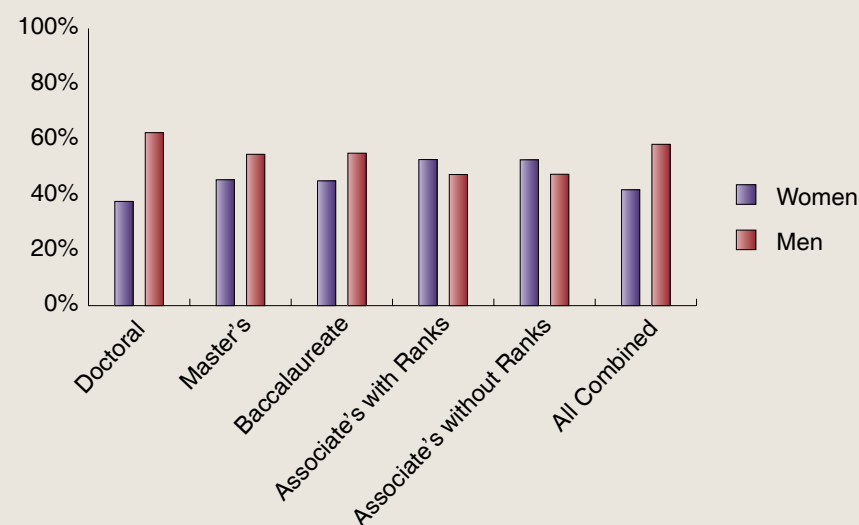
The pay gap for women also differed between types of institutions. Doctorate-granting institutions showed the greatest pay gap between women and men, while the smallest showed among the associate's degree-granting institutions. This finding is not unlike the pay discrepancies in other sectors where women earn less in relation to men as the power and influence of the position grows.

At doctoral institutions, female faculty members earn 78 percent of their male counterparts' pay, compared to 88 percent at

Distribution of Faculty by Rank, Gender and Institution Type 2010-2011



Average Faculty Distribution by Gender and Institution Type 2010-2011



*Excluding Associate-granting Institutions without Ranks (NCES 2011)

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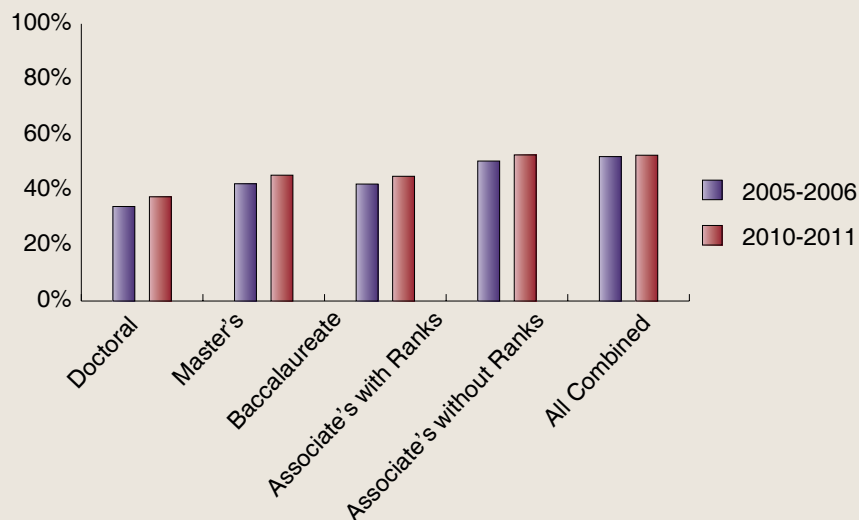
At four-year institutions, women earn close to 20 percent less than their male counterparts.

master's-granting institutions, 90.2 percent at baccalaureate-granting institutions, and 95.9 percent at associate's-granting institutions (AAUP 2011). On average, among all types of institutions and faculty ranks, women earn 80.9 percent of what men earn (AAUP 2011).

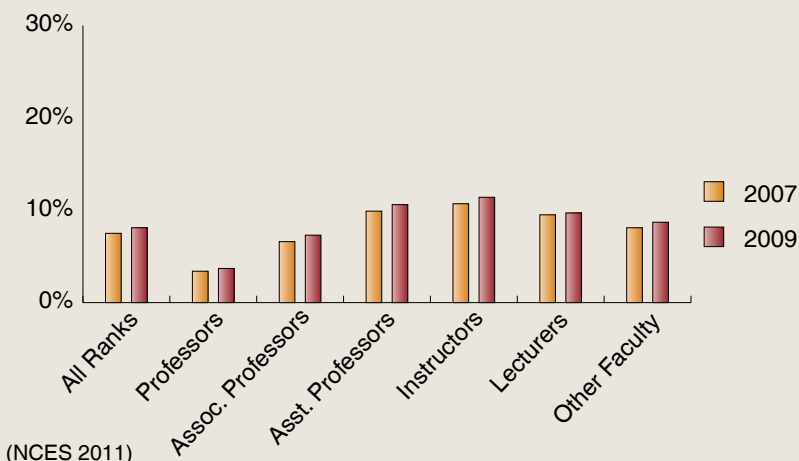
There exists a larger pay gap between men and women in four-year institutions than in two-year institutions. In fact, the gap is greatest among women in public, four-year doctoral institutions. This is unusual compared to other sectors. Typically salaries in public institutions and entities are regulated by policy and monitored accordingly, thereby creating fewer discrepancies. Yet in academia, greater discrepancies exist for women.

One erroneous justification could be made that women at public institutions hold fewer top faculty positions and therefore, in total, do not earn as much as men. But this is an invalid comparison with this study, because researchers compared apples to apples—meaning similar faculty ranks and institutions were compared. The status of women in four-year doctoral institutions is particularly concerning and should continue to be monitored.

**Female Faculty by Institution Type
2005-2006 vs 2010-2011**



**Women of Color on Academic Faculty by Rank
2007 vs 2009**



In 2010-2011, female professors earned 85.8 percent of what male professors earned regardless of institution type. Female associate and assistant professors fared better, earning 93 percent of what their male counterparts earned (NCES 2011). When institution type is

not considered, the pay gap between women and men narrows.

Performance Distinctions Among Faculty

To identify performance distinctions, researchers collected 2011-2012 data on the top ten largest awards from six national

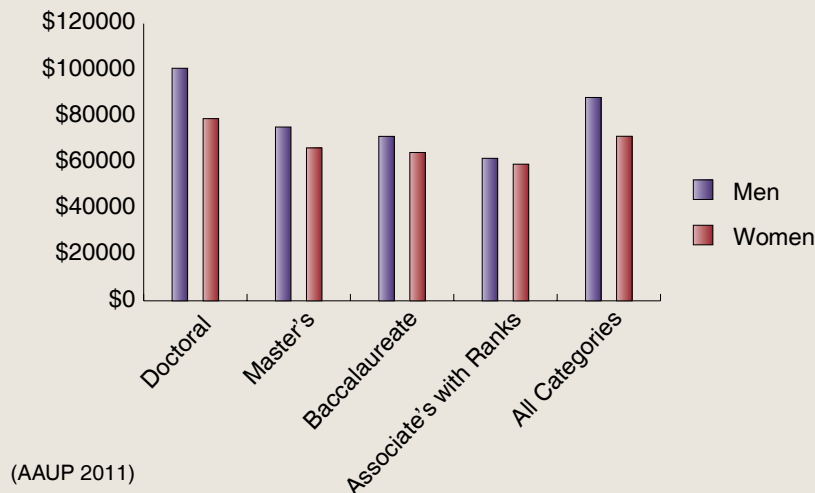
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entities: National Institutes of Health (NIH), National Science Foundation (NSF), National Endowment for the Humanities (NEH), Social Science Research Council (SSRC), and the Institute for Education Sciences (IES) and the National Education Association (NEA) were combined for an average.

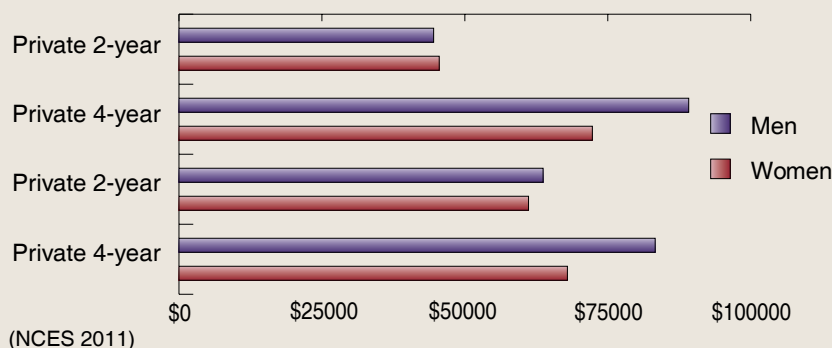
By examining award recipients and grantees, researchers sought to understand which gender could claim national recognition on meritorious grounds. Tenure track faculty at doctoral institutions comprise the vast majority of award recipients and grantees, and women have the lowest representation among those positions. Therefore what the data uncovered is particularly surprising and noteworthy.

Women researchers comprised 55.88 percent of top grantees for some of academia's more prestigious national awards in education, health, humanities and science. So despite women being underrepresented in tenure track positions at doctoral institutions, they claim the majority of the nation's top academic accolades and emerge as the nation's leaders in academic awards and recognition. Women researchers comprised the lowest percentage among the National Institutes of Health (45 percent) and the National Science Foundation (30 percent) awardees. However, when considering the low percentage of female tenure and tenure track faculty at doctoral institutions (29.1 percent), women's science

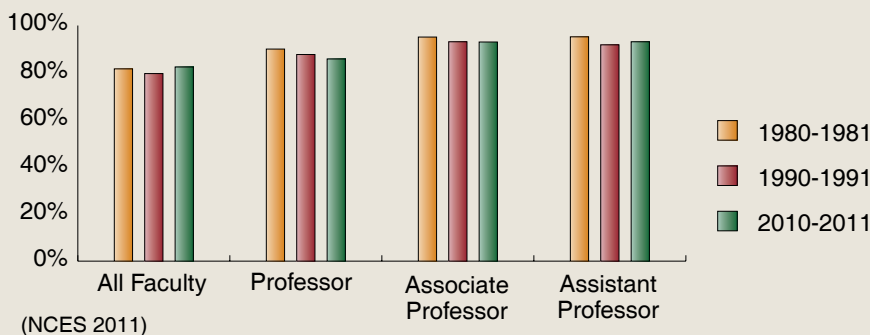
Average Faculty Salary by Gender and Institution Type 2010-2011



Faculty Salaries by Gender and Institution Type 2010-2011

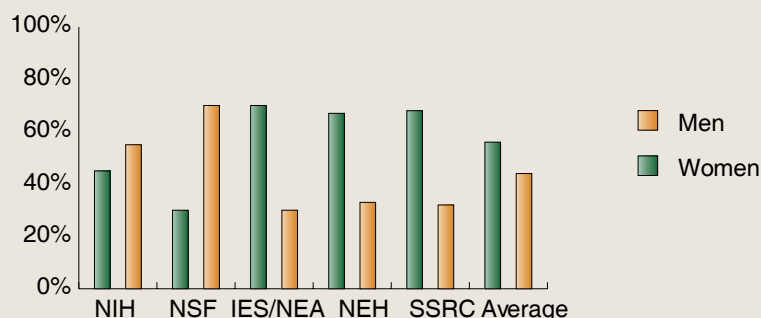


Female's Salaries as Percent of Men's Salaries by Academic Rank



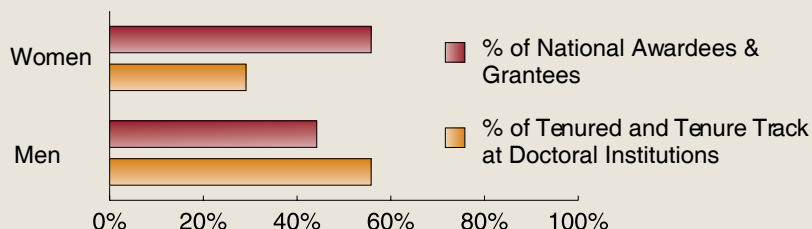
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Top Ten Funded Researchers in 2011-2012



(NSF 2012a; NEA 2012; IES 2012; NEH 2012; SSRC 2012; NIH 2012)

2012 Gender Comparison of Tenure Faculty & Actual Grants/Awards Recipients



(AAUP 2011; NSF 2012a; NEA 2012; IES 2012; NEH 2012; SSRC 2012; NIH 2012)

and health contributions are on par with and above expectations.

College and University Presidents

Approximately two decades ago, women began climbing to the top leadership position in higher education — the presidency. Women's representation increased from 23 percent of presidents in 2006 to 26.4 percent in 2011 (Cook 2012, p. 1).

During these last five years, the number of female presidents remained constant at about 500. However, the percent at types of institutions shifted slightly. Women presidents at associ-

ate's degree-granting institutions rose from 29 percent in 2006 to 33 percent in 2011. At doctoral-granting institutions, the gain is marginally more with 15 percent in 2006 rising to 22 percent in 2011 (Cook 2012, p. 1).

Currently women lead five of the eight Ivy League institutions: Brown, Dartmouth, Harvard, Princeton, and University of Pennsylvania. All of the Ivies, except for Cornell, were chartered before the American Revolution, and it took more than 200 years to name a woman to the top position. University of Pennsylvania was the first to take this significant

step in 1994, and again in 2008. Brown earns the distinction of naming the first African-American female president among the Ivies.

When examining the source of college and university presidents, a couple of key facts emerge. First, more than a third of presidents typically come from provost or chief academic officer positions (CAOs).¹ Among all college and university presidents, 52 percent of female presidents and 42 percent of males were previously provosts or CAOs (Cook 2012).²

This statistic means that CAO positions are the primary way in which women attain the presidency, and therefore it is more important for women to emerge through the traditional faculty ranks than men. Yet, on average, women make up only 40 percent of chief academic officers with fewer women CAOs in the higher paid, more influential institutions. More specifically, women comprise 50 percent of CAOs at community colleges, 38 percent at the master's level, 37 percent at baccalaureate institutions, and 32 percent at doctorate-granting institutions (ACE 2009).

Second, sitting presidents are most likely to fill presidential vacancies at other institutions. Based on these facts, some apparent disadvantages emerge for women. As predicted in the

¹ Another study supported the finding that chief administrative officer positions are a primary way in which women attain the presidency (ACE 2009).

² According to one survey only 25-30 percent of female chief academic officers reported a desire to be president of a college or university (ACE 2009). There may be a variety of reasons why some self-reported their lack of desire to be president.

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Currently women lead five of the eight Ivy League institutions.

first edition of *Benchmarking Women's Leadership* (2009), the number of presidents 61 years of age and older has significantly increased to approximately 60 percent (Cook 2012). This convergence of retirees could bring a wave of presidential retirements in five to ten years, and as a result, present more opportunities for women. However, because the most common candidates to the presidency are other presidents, and women comprise only one quarter of all sitting presidents, there exists another obvious disadvantage for women when this opportunity emerges.

Women of color have made significant strides in attaining college presidencies, comprising 17 percent of all positions in 2011 compared to 4.4 percent in 2006. Among African-American presidents, 34 percent are women, topping the 25 percent who are white female presidents. Women are 39 percent of all Hispanic presidents, 20 percent of all Asian-American presidents, and 54 percent of all other or multiple races. Racial discrepancies become more evident when salaries are examined.

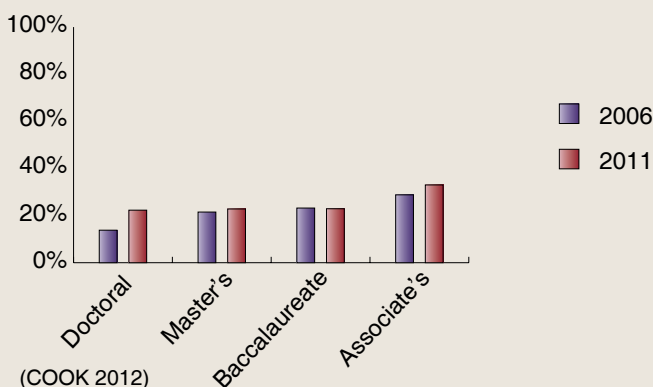
In a recent survey, 71.6 percent of female academic institution presidents reported being married, presumably to men (an in-

crease from 63 percent in 2006) compared with 90.1 percent of male presidents, presumably to women. Of female presidents, 72 percent have children compared to 90 percent of males (Cook 2012).

Historically, women without families were often perceived

to be better able to manage leadership responsibilities. Caution should be exercised, however, whenever attempting to understand why women are not adequately represented in leadership roles, as the previous two sources for hiring presidents showed. Demographic information such as marital status

Female Presidents by Academic Institution Type



Gender of Leadership Positions of Top NIH-funded Academic Institutions 2012

Institution	President/Chancellor	Provost/CAO	Average % of Female Leaders
Johns Hopkins University	Male	N/A	
University of California San Francisco	Female	Male	
University of Michigan at Ann Arbor	Female	Male	
University of Pennsylvania	Female	Male	
University of Washington	Male	Female	
University of Pittsburgh	Male	Female	
University of California San Diego	Male		
University of North Carolina-Chapel Hill	Male		
Yale University	Male		
% Female Leaders	33.33%	22.22%	27.8%
National % Females Leaders	22%	32%	27%

(NIH 2012)

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does not adequately explain the makeup or motivation of presidents, particularly for those who also identify as lesbian or gay.

Presidential Salaries

Neither private nor public institutions pay women and women of color comparably to their male counterparts. Only one female appeared in each of the top ten lists for highest paid presidents in private institutions and in public institutions.

The only woman on the public institutions list, Mary Sue Coleman of the University of Michigan, ranked number five. On the list of top paid presidents from private institutions — and the only person of color on either list — Shirley Ann Jackson of Rensselaer Polytechnic Institute ranked number seven (Chronicle of Higher Education 2009, 2011).

Industry Distinctions

The disaggregation of data shows that it is not enough to examine how many female professors, CAOs, presidents and trustees exist in the U.S. When understanding where women sit in leadership, it is essential to understand the institutions that hold power and influence, and how well women are performing compared to their male counterparts in those positions.

Academic institutions foster power and influence through research distinctions. The National Institutes of Health (NIH) and the National Science Foundation (NSF) distribute highly sought after research dollars and

Gender of Leadership Positions of Top NSF-funded Academic Institutions 2012

Institution	President/Chancellor	Provost/CAO	Average % of Female Leaders
University of Illinois at Urbana-Champaign	Female	Male*	
University of California Berkeley	Male	Male	
Cornell University	Male	Male	
California Institute of Technology	Male	Male	
University of Texas at Austin	Male	Male	
University of Wisconsin-Madison	Female	Male	
University of Washington	Male	Female	
University of Michigan Ann Arbor	Female	Male	
Columbia University	Male	Male	
Massachusetts Institute of Technology	Male	Male	
% Female Leaders	30%	20%	25%
National % Females Leaders	22%	32%	27%

(NSF 2012b)

*The only male who appears to be a man of color.

Gender of Leadership Positions in Top Ten Ranked Academic Institutions in the U.S. by U.S. News and World Report 2012

Institution	President/Chancellor	Provost	Average Female %
Harvard University	Female	Male	
Princeton University	Female	Male	
Yale University	Male	Male	
Columbia University	Male	Male	
University of Chicago	Male	Male	
Massachusetts Institute of Technology	Male	Male	
Stanford University	Male	Male	
Duke University	Male	Male	
University of Pennsylvania	Female	Male	
California Institute of Technology	Male	Male	
Dartmouth College	Female*	Male	
% Female	36%	0%	16.11%
National % of Female	22%	32%	27%

(U.S. News 2012)

* Beginning July 2013 Dartmouth's new president will be a male.

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are among the largest of such foundations. For these reasons, women's leadership roles at institutions with the largest NIH and NSF funding were examined.³

On average, the percentage of female leaders in each of the top funded institutions is higher than the overall percentage of female presidents nationally. For example, women comprise 33 percent of presidents among the top NIH-funded institutions and 30 percent at NSF-funded institutions compared to the national average at doctoral institutions of 22 percent. The percentage of female chief academic officers or provosts among the top-funded NIH and NSF institutions was lower. This finding highlights that the role of the top leadership position is important in lifting other female academic leaders to perform to their highest potential and in outperforming competitors.

When comparing the total percentage of leaders of top ten NIH-funded institutions to the national percentage of university and college leaders, the average percentage of women leaders is consistent. Women leaders in the top ten funded NIH-funded institutions average nearly 28 percent and 25 percent at top NSF-funded institutions, compared to 27 percent nationally

Gender of Leadership Positions in Top Ten Ranked Academic Institutions in the U.S. by Washington Monthly 2012

Institution	President/Chancellor	Provost	Average Female %
University of California at San Diego	Male	Male	
Texas A&M	Male	Female	
Stanford University	Male	Male	
University of North Carolina Chapel Hill	Male	Male	
University of California Berkeley	Male	Female	
University of California Los Angeles	Male	Male	
Case Western Reserve University	Female	Male	
University of Washington	Male	Female	
University of California Riverside	Male	Male	
Georgia Institute of Technology	Male	Male	
% Female	10%	30%	20%
National % of Female	22%	32%	27%

(Washington 2012)

of women leaders at universities and colleges.

For the purposes of determining women's leadership among the top ten institutions in the U.S., researchers of this report relied on *U.S. News and World Report* and the *Washington Monthly*. Many more third-party reviewers exist. Yet the public relies most frequently on the *U.S. News and World Report* college and university rankings, and the *Washington Monthly* ranks

institutions based on their societal and student impact. Among third-party reviewers, such as these, the percentage of noted institutions with women leaders varies compared to the national averages.⁴

The top ten institutions listed in *U.S. News and World Report* have 36 percent women leaders; nearly 10 percentage points higher than the national average.⁵ In the *Washington Monthly's* rankings, women leaders fall

³ The most prestigious of those distinctions includes an invitation from the Association of American Universities (AAU). AAU invites a discrete number of research universities into its membership ranks, and all of the distinguished or high performing universities identified are AAU members. Among the eleven-member AAU executive cabinet, only two are women (18 percent) (aau.org).

⁴ Note that when individual performances were assessed through national grants and awards received, women outperformed men in nearly all categories. Yet, when third party reviewers assessed institutions, more male dominated institutions were highlighted. On the other hand, a different analysis may conclude that it is the women scholars and academicians that are raising the overall performance of the top institutions. In either analysis, women clearly are performing above and beyond their representational status.

⁵ It is important to note that at the time of the rankings release, women leaders comprised only 16 percent of *U.S. News and World Reports* rankings.

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below the national average.⁶

Boards of Trustees

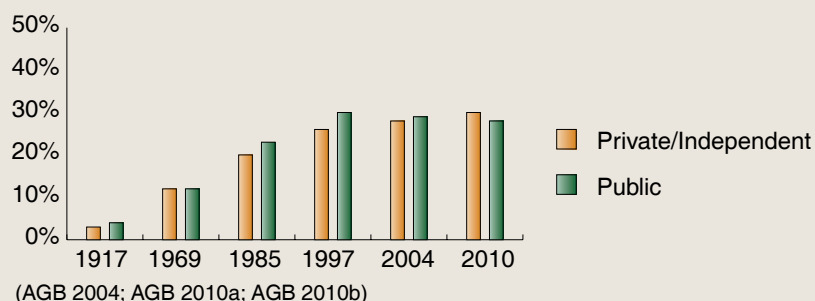
Women are still a distinct minority among the members of college and university boards of trustees, where the responsibility and power to hire and fire key academic leaders and determine the strategic direction of an institution rests. Since 2004, the percentage of women on boards has decreased slightly from 29 percent to 28.4 percent in 2010 (AGB 2011). There has been a steady decline since 1997 when college and university boards reached their high of 30 percent women (AGB 2010a).

Though women's representation on private boards has increased by 1.8 percent since 2004, men still outnumber women on private college and university boards by more than two to one, or 69.8 percent to 30.2 percent as of 2010 (AGB 2010b). Since 1997, the percentage of women on public boards has decreased from a high of 30 percent to 28 percent in 2010.

Conversely, people of color were better represented on public

Women are losing ground as members of college and university boards of trustees.

Percent of Female Board Members by Year



boards than on private boards in 2010, and are steadily increasing on both. The percentage of trustees of color on private boards has increased from 11.9 percent in 2004 to 12.5 percent in 2010 (AGB 2010b). A similar increase can be found on public boards with people of color representing 23.1 percent in 2010, up from 21.3 percent in 2004 (AGB 2010a).

Recommendations for Closing the Leadership Gap

Areas of Future Action

- The governing board and the senior staff should annually review the institution's commitment to diversity to evaluate how well it is working.
- Identify, support and advance women and women of color to become chief academic officers, provosts and senior executives. These positions are stepping-stones to the presidency.
- Look beyond sitting presidents in order to increase the pool of potential presidential selections. Because women are more likely to have followed a nontraditional career path, the best candidates may come from farther afield.

⁶ At the time of the *Washington Monthly's* rankings release, the publication identified more institutions with women leaders than *U.S. News and World Report*.

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- Review hiring and promotion policies to ensure they are fair and equitable and do not disproportionately encumber women. For example, if the majority of non-tenure track positions do not have equal standing in promotion, and women predominantly occupy these positions, then the university must critically evaluate its hiring process.
- Evaluate the lack of tenure-track hires and consider how promotion may be reevaluated.
- Insist that pools of candidates for faculty and senior leadership positions be diverse. Women cannot get hired if they are not in the pool of candidates.
- Diversify search committees for presidential, senior leadership and faculty positions. Often diversification on the committee helps ensure a search will be expanded to the broadest range of qualified candidates.
- Make certain search committees have data on the status and benefits of women and women of color candidates.
- If universities hire search firms, they should ensure the firms have a reputation for providing diverse pools of candidates.
- Public institutions should pay particular attention to the declining number of women leaders. Among all the sectors, academia is the only one that has this trend. Typically, public organizations, entities and offices have a better representation of women overall.
- Industry distinctions should be more closely monitored and assessed when determining performance and overall leadership. Distinctions specific to each sector allow one to measure leadership outside of positional leadership alone.
- Finally, because women outperform men in the number of national awards and grants obtained, the review committees of each of the award-granting institutions should be reviewed and demographically assessed. Similarly, the male and female percentages on review committees for tenured and tenure track positions should also be evaluated. This data may help explain the discrepancy between women faculty's top performance ratings and their low percentage among high faculty ranks.

Areas of Future Research

- Academia has presented inconsistent findings compared to other sectors. Typically, the public institutions and entities claimed more diverse representation than the private ones. Additionally, when men of color are better represented, then typically so are women and women of color. In academia, however, the public institutions and entities have better representation among men and men of color, but poorer representation among women and women of color. All women are better represented in private institutions.

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II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

Whether art imitates life or life imitates art, few would dispute the impact of film and television on societal culture. On camera, roles depicting women and men reflect public consciousness and/or foster dialogue about values and beliefs. Since its inception, television has captured and shaped gender stereotypes and cultural beliefs from separate marital beds in *I Love Lucy* to the cancellation of the first lesbian character in the once successful situational comedy *Ellen* to sex-driven men in *Two and Half Men* (which also boasts the highest paid actors in television history). A few productions have bucked male and female stereotypes, such as the 1997 production of *G.I. Jane* and the short-lived 2005 *Commander in Chief* series about the first American woman president.

The significance of the portrayal and acceptance of on-screen women cannot be overstated. The American palate seems to lack an appetite for a strong female protagonist, let alone a female hero who is not sexualized.

Little has changed in arts and entertainment since *Benchmarking Women's Leadership* in 2009, although women have reached noteworthy milestones as directors. For the first time, a woman has won an Oscar for best director — Kathryn Bigelow in the *Hurt Locker* in 2010 (Weaver 2010). Two years later, Ava DuVernay won the best director award for a dramatic film at the Sundance Film Festival for *Middle of Nowhere* — the

first African-American woman to earn such an honor (Jacobs 2012). Aside from these two noteworthy events, women have not gained or lost any significant representation in arts and entertainment, except in television, where women have lost ground in almost every area.

Women positional leaders comprise 10 percent of film, 37 percent of television, 7 percent in the music industry, and 40 percent in the literary publishing industry, for an average of 23.5 percent across the entire arts and entertainment sector. Women's strong performance in music and literature among the top-selling artists, in particular, increases their overall representation in the sector. Top-performing artists help to

“Measure what can be measured, and make measurable what cannot be measured.”

—Galileo Galilei

better understand women's leadership in arts and entertainment in the United States.

This section examines leading musical artists, authors, actors, and those behind-the-scenes,

In 2010, a woman won an Oscar for best director for the first time.

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

including their salaries. Key findings include top women artists still earning less than or the same as the lowest paid male artists, and women best-selling authors earning less than male authors who are not best sellers.

These findings illustrate the great subjectivity that exists throughout this sector in awarding both recognition and salaries. Women in the arts and entertainment sector have not been rewarded based on talent or contributions in their respective fields.

When subjectivity exists in an industry, women and women of color are poorly represented and often receive disparate salaries. Researchers of this report posit that a positive correlation exists between subjectivity in an industry and poor representation and compensation for women and women of color, and proffer a recommendation that would assist sectors such as arts and entertainment.

Women in Film

In the film industry, two major pieces of data stand out: the disparate earnings between top male and female actors, and the overall stagnation of women in all roles over the last 15 years. Yet a positive trend in film may be emerging with an upward climb among women in some key positions behind-the-scenes.

In 2011, women comprised an average of 10 percent of all leadership roles in the top films in front of the camera, behind-the-scenes and at the

Major Film Studio Executives by Gender		
Studio	Positions	Gender
Paramount Pictures	Chairman and CEO Vice Chairman	Male Male
Sony Pictures Entertainment	Chairman Co-Chairman Head of Production	Male Female Male
20th Century Fox Entertainment	Chairman and CEO Executive Vice President	Male Male
Universal Studios	Co-Chair Co-Chair	Male Male
Walt Disney Studios Motion Pictures	Chairman Head of Production	Male Male
Warner Brothers	Chairman and CEO Head of Production Executive VP of Communications & Public Affairs	Male Male Female
Total	14	14%

(Compiled from each studio's website 2012)

Independent and Mini-Major Film Studio Executives by Gender		
Studio	Positions	Gender
MGM	Chairman and CEO COO	Male Male
Lionsgate Entertainment	CEO and Co-Chairman Vice-Chair President and CO-COO	Male Male Male
Fox Searchlight Pictures	Co-President Co-President	Male Female
Sony Pictures Classics	Co-President Co-President Co-President	Male Male Female
Magnolia Pictures	CEO	Male
Miramax Films	CEO President	Male Male
Overture Films	Senior Vice-President CEO	Female Male
Weinstein Company	Co-Chair Co-Chair	Male Male
DreamWorks Films	CEO President and CFO COO	Male Male Female
Total	20	20%

(Compiled from each studio's website 2012)

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

studios. More specifically, women held approximately 8 percent of key behind-the-scenes positions and 15 percent (5 positions) out of the 33 executive positions available in the major, independent and mini-major studios. Interestingly, when just the top 10 highest grossing films were analyzed, women were better represented with 13 percent.

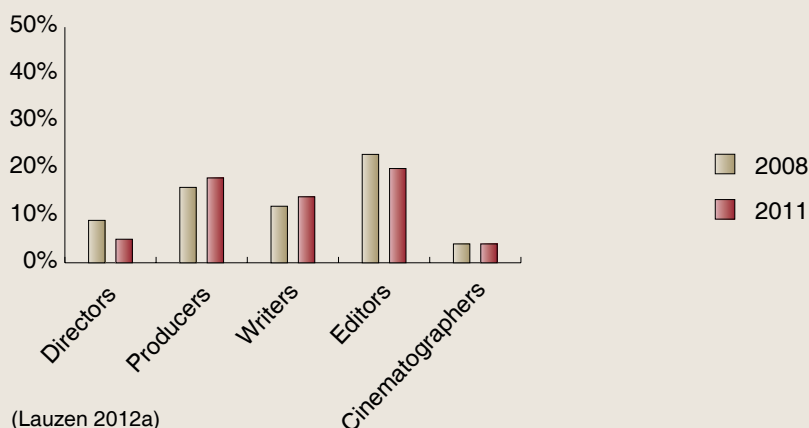
From 2008-2011 women constituted 7 percent of all directors, 36 percent of executive producers, 63 percent of producers, 16 percent of writers, 3 percent of cinematographers, and 19 percent of editors. Since 2008, women have declined in the roles of director and editor in general. The decline is modest, yet it may point to a trend similar to the overall decline seen in television and radio.

On the other hand, women have gained modest ground as executive producers and writers. This trend seems to have continued throughout 2012.

For the purposes of this report and in better understanding lead-

Throughout all sectors, women are underpaid regardless of their performance and achievement.

Percentage of Women in Major Films 2008-2011



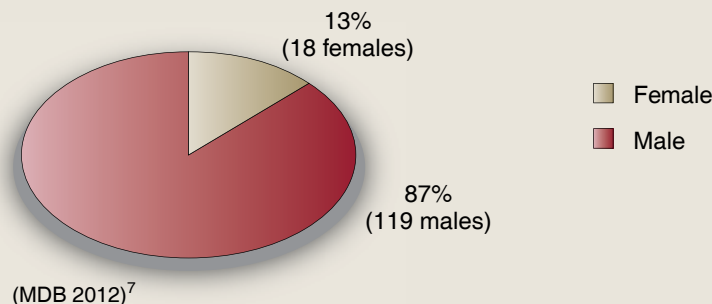
ership, researchers examined five key roles in behind-the-scenes positions for all major films in 2011. On average, women comprised 8 percent of behind-the-scenes roles in films in 2011.

In examining the percentage of women in just the top ten highest grossing films of 2011, women's representation improves dramatically with 13 percent in behind-the-scenes roles compared to just 8 percent when

Women have declined in number as directors and editors but risen as executive producers and writers.

all films are examined. As this study illustrates, this trend has emerged in most sectors across the United States, where women are often better represented among the top organizations,

Gender Comparison in Behind-the-Scenes Roles in 10 Highest Grossing Films of 2011



⁷ Compiled for each movie from: Internet Movie Database [IMDB]. (2012). Accessed 29 June 2012, <http://www.imdb.com/title/tt1201607/combined>; <http://www.imdb.com/title/tt1399103/>; <http://www.imdb.com/title/tt1324999/>; <http://www.imdb.com/title/tt1411697/fullcredits#cast>; <http://www.imdb.com/title/tt1298650/>; <http://www.imdb.com/title/tt1596343/fullcredits#cast>; <http://www.imdb.com/title/tt1229238/fullcredits#writers>; <http://www.imdb.com/title/tt1515091/>; <http://www.imdb.com/title/tt0800369/fullcredits#directors>; <http://www.imdb.com/title/tt1318514/fullcredits#writers>

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

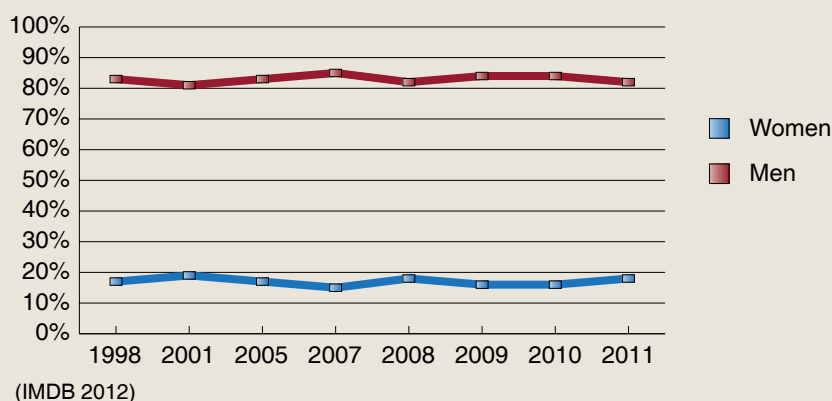
In most sectors across the United States, women are often better represented among the top organizations, companies and entities than in the industry as a whole.

companies and entities than in the industry as a whole. The presence of women among the top echelon suggests that either these companies select women to maintain and/or increase their standing, or that women directly help to improve and bolster these companies.

The first half of 2012 has shown that women are better represented than in 2011 thus far. There has been a 5 percent increase among executive producers and editors, and a 7 percent increase among writers. Other positions have remained virtually unchanged, except for the role of director, which has continued to decrease slightly (Lauzen 2012a, p. 1).

On average, women leaders have experienced a slight increase in the film industry over the last four years. In 2008, 24.5 percent of films had women leaders, and in 2012, 27 percent had women leaders. The chart above explains the percentage of films without women leaders in 2008 and 2012.

Trends in Key Behind-the-Scenes Positions in Film



Percentage of Positions in Films Without Women 2008-2012

Position	% without Women 2008	% without Women 2012
Producer	37	36
Executive Producer	64	59
Editor	81	76
Writer	84	77
Director	93	94
Cinematographer	97	96
Total Average	75.5%	73%

(Lauzen 2009a; Lauzen 2012a)

Top 10 Grossing Films of 2011

Rank	Film	Lead Role	Studio	Earnings of Film in \$ Millions
1	Harry Potter and The Deathly Hallows Part 2	M	Warner Bros	\$381,011,219
2	Transformers: Dark of the Moon	M	Paramount	\$352,390,543
3	The Twilight Saga: Breaking Dawn Part 1	F	Summit Entertainment.	\$281,287,133
4	The Hangover Part 2	M	Warner Bros.	\$254,464,305
5	Pirates of the Caribbean: On Stranger Tides	M	Disney	\$241,071,802
6	Fast Five	M	Universal	\$209,837,675
7	Mission: Impossible-Ghost Protocol	M	Paramount	\$209,397,903
8	Sherlock Holmes: A Game of Shadows	M	Warner Bros.	\$186,848,418
9	Thor	M	Marvel	\$181,030,624
10	Rise of the Planet of the Apes	M	20th Century Fox	\$176,760,185

(Box Office Mojo 2012)

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

Among the leading on-screen roles available in the 10 highest grossing films of 2011, just one female character was represented, or 10 percent. Women leaders have declined in film both as the protagonist and in some key behind-the-scenes positions. It is unclear to the researchers what caused this decline and whether the decline will continue.

Salaries

Salary comparisons help to better understand gender disparity in any given industry. Salaries also convey value placed on individuals and positions. Throughout all sectors, women are underpaid regardless of their performance and achievement. In fact, often no correlation between performance and financial compensation exists.

Two important facts about the top-earning actors from 2010-2011 highlight the gender disparity in this sector. First, the lowest paid male actors earn almost as much as the top-earning female actors.⁸ Women earn approximately one-third of what male actors earn. Second, no correlation exists between the highest paid actor and the top grossing films. Nor is there a correlation between the highest paid actors and recipients of the Academy Award.

This subjectivity also exists among other industries in arts and entertainment, and points to the subjectivity of earned salaries in the sector. When

Top Earning Actors 2010-2011

Rank	Actor	Earnings in \$ Millions
1	Leonardo DiCaprio	\$77
2	Johnny Depp*	\$50
3	Adam Sandler	\$40
4	Will Smith	\$36
5	Tom Hanks**	\$35
6	Ben Stiller	\$34
7	Robert Downey Jr.*	\$31
8	Mark Wahlberg	\$28
9	Tim Allen (tie)	\$22
10	Tom Cruise (tie)*	\$22

(Pomerantz 2011a)

Top Earning Actresses 2010-2011

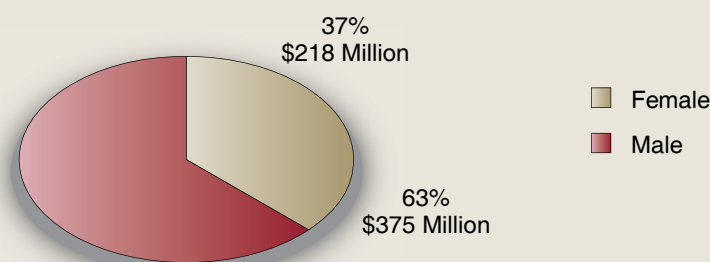
Rank	Actor	Earnings in \$ Millions
1	Angelina Jolie (tie)**	\$30
2	Sarah Jessica Parker (tie)	\$30
3	Jennifer Aniston (tie)	\$28
4	Reese Witherspoon (tie)	\$28
5	Julia Roberts+ (tie)	\$20
6	Kristen Stewart (tie)*	\$20
7	Katherine Heigl	\$19
8	Cameron Diaz	\$18
9	Sandra Bullock**	\$15
10	Meryl Streep**	\$10

(Pomerantz 2011b)

*Starred in top grossing films.

**Earned an Academy Award at some point in his or her career.

Film Actor Earnings by Gender 2010-2011



(Pomerantz 2011a; Pomerantz 2011b)

⁸ Ms. Dorothy Pomerantz calculated earnings based on acting performances and not endorsements or sponsorships.

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

2012 signaled a 15-year low for women in television with declines across all positions, except executive producer.

subjectivity in an industry exists, women and women of color often experience the poorest positional representation and disparate salaries. In fact, there are no women of color among the top-earning actors of 2011.

Women in Television

In general, women are better represented in leadership roles in television than in film, with a 31 percent representation on average. Women comprise 20 percent of the top positions in broadcast networks, 40 percent of top television hosts, and 32 percent in behind-the-scenes roles. Yet women leaders earn 24.5 percent less than male leaders in television. Women's leadership in television has also been on a steady decline since 2007-2008.

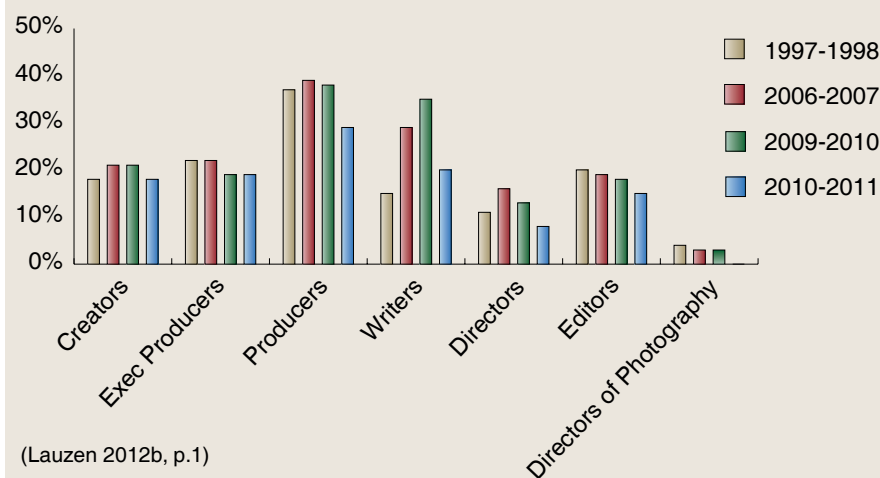
Like the film industry, women hold more roles as producers than any other position. Women gained a modest, (and arguably, statistically insufficient) increase as executive producers in 2011. This may be explained by the fact that more women are television producers. However, women have experienced a decline since 2008 in a number of other roles, including producer, writer, editor and creator. In the

Broadcast Network Executives by Gender 2012

Broadcast Network	Position	Gender
NBC	President Chairman	Male Female
ABC	President Executive VP	Male Male
CBS	President Vice-President	Male Female
Fox	Chairman and CEO Deputy Chairman and COO	Male Male
CW	Chairman and CEO President and CEO	Male Male

(Compiled from each network's website 2012)

Women in Key Behind-the-Scenes Positions in TV 1998-2011



roles of director and director of photography, women also continue to experience incremental losses and remain grossly underrepresented.

Unlike film, 2012 was an even more disappointing year for women in television than 2011. It signaled a 15-year low with declines across all positions, except executive producer. If this trend continues, which is highly likely, women and women of color will be virtually absent in all leadership roles.

The steady and sharp descent of women in television demonstrates that this decline is likely to remain persistent for some time. Women are currently experiencing the lowest representation in television since 1997-1998.

Women make up 32 percent of all behind-the-scenes roles in television with the vast majority occupying producer and executive producer positions. On average, women leaders comprised 36 percent of behind-the-scenes

ARTS AND ENTERTAINMENT

Women are currently experiencing the lowest representation in television since 1997-1998.

roles in all television shows in 2008, and 42 percent in 2012.

Researchers are uncertain about what is drawing and/or keeping more women in the production aspect of television when all other roles are at their lowest representation since 1997, and this may be an area of future research worth further investigation. Such findings may help to better explain trends in all sectors, particularly where there is a larger concentration of women.

Researchers explored other factors, such as ratings and earnings, in an attempt to determine if television has the level of subjectivity that film appears to have, and to better understand the industry's top performers.

Women comprised approximately 23 percent of the highest-paid television actors in 2011 and 28 percent of the highest-paid television hosts. These earnings are consistent with other industries in arts and entertainment, which suggests that gender bias exists in television as well. Women represent 30 percent of the highest-paid television actors.

In examining the most watched television programs, the findings were inconclusive and research-

2012 Top Prime-Time TV Shows Percent with No Women in Behind-the-Scenes Positions

Position	% without Women 2008	% without Women 2012
Producer	12	15
Executive Producer	29	25
Writer	71	84
Editor	74	80
Creator	77	86
Director	89	89
Director of Photography	97	97
Total Average	64%	68%

(Lauzen 2009b; Lauzen 2012b)

Highest-Paid TV Actors 2010-2011 (in millions)

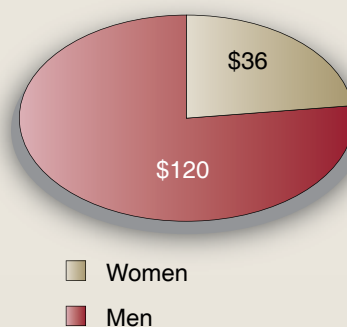
Actor	Earnings	Gender
Charlie Sheen	\$40 Million	Male
Ray Romano*	\$20	Male
Steve Carell	\$15	Male
Mark Harmon	\$13	Male
Tina Fey*	\$13	Female
Eva Longoria	\$13	Female
Jon Cryer*	\$11	Male
Laurence Fishburne*	\$11	Male
Patrick Dempsey	\$10	Male
Marcia Cross	\$10	Female

(Pomerantz 2011c; Pomerantz 2011d)

*Won Emmy award(s)

ers of this report were unable to report ratings with any certainty. Often popular sporting events or particular episodes would usurp regularly syndicated programs. However, of the television programs with Nielsen's highest ratings, only *Two and a Half Men* and *CSI* claim the highest ratings (Nielsen 2012) and also claim the highest-paid television actors in 2012. Therefore, in television, the most watched

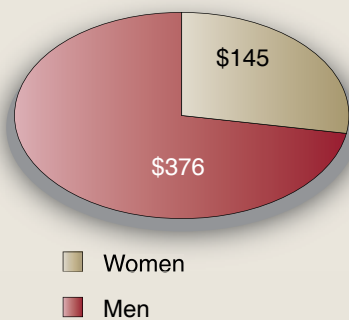
TV Actor Earnings by Gender in 2011 (sum in millions)



(Pomerantz 2011c; Pomerantz 2011d)

ARTS AND ENTERTAINMENT

Earnings among Top Television Hosts (sum in millions) excluding Oprah Winfrey



(Pomerantz 2011e)

programs had some correlation to actors' salaries.

Though included in other statistics concerning top television hosts, when analyzing the earnings, researchers excluded Oprah Winfrey, who is an exceptional media mogul. Winfrey's earnings expand beyond a typical television host and include multimedia syndication and ownership. Researchers of this report also excluded similar moguls in other sectors.

Holding four of the ten positions, or 40 percent, women represent more than one third of the top television hosts and, excluding Winfrey, earn 28 percent of what men earn as hosts. The disparity between men and women in television is not as great as in film.

Women in Music

Researchers of this report were unable to access comparable data to determine the representation of women leaders

Highest Paid TV Hosts

Rank	Actor	Earnings in \$ Millions
1	Oprah Winfrey*	\$290
2	Simon Cowell	\$90
3	Dr. Phil McGraw	\$80
4	Ryan Seacrest	\$61
5	Donald Trump	\$60
6	Bethenny Frankel	\$55
7	Ellen Degeneres (tie)*	\$45
8	David Letterman (tie)	\$45
9	Judge Judy Scheindlin (tie)	\$45
10	Glenn Beck	\$40

(Pomerantz 2011e)

*Won Emmy award(s)

throughout the music industry. Privately-held music companies are not required to disclose earnings and revenues, and have not done so voluntarily. Therefore, public access to the data is limited.

Of the publicly-owned music companies, *all* of the executives are male. If all data were accessible, researchers would expect that women's representation in music would be considerably lower than in other industries in arts and entertainment. Unfortunately, researchers were unable to determine an average percentage of women leaders in music with certainty. The pieces of data that were accessible will be analyzed and compared accordingly.

Of these top ten music labels, there were three women and 40 men in executive roles, or 7 percent of women executives.

Billboard ranked the top 25 most influential musical artists based

Top 10 Music Labels	# Top-Selling Titles
Sony Music	265
RCA	113
Interscope Geffen A&M	102
Universal Republic	138
Island Def Jam Music Group	86
Atlantic Records	82
Capitol Records	113
Warner Bros.	99
Sony Music Nashville	47
Capitol Nashville	33

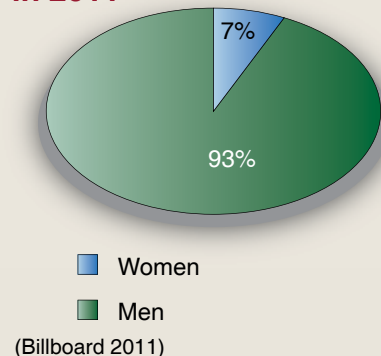
(Billboard 2011)

on *Billboard* charts, revenue, and decision-makers at each company. Among those ranked, 99.58 percent of men were listed as the most influential in the music industry. According to *Billboard*, nearly 85 percent of white male artists were most influential, and 14 percent of men of color. No white woman is ranked among the top 25 influential musicians, and just one woman

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

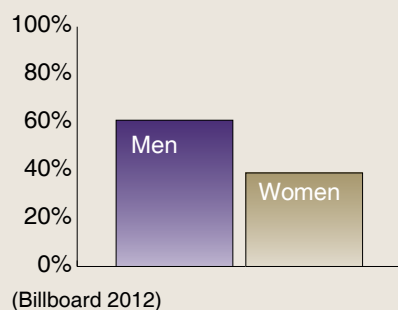
Top 10 Music Labels Executives by Gender in 2011



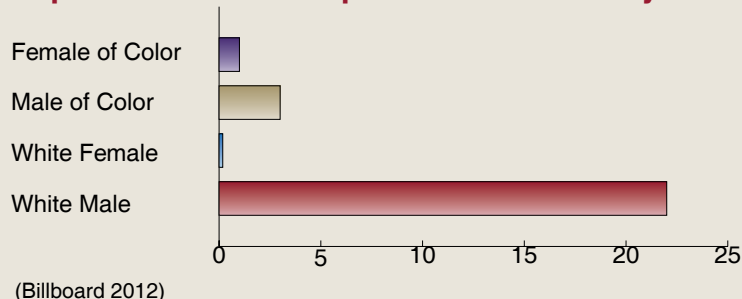
of color, or .42 percent (Billboard 2012).

However, the researchers evaluated the top-selling albums of 2012, and found that women begin to close the gap significantly. Women produce 39 percent of the top-selling albums and only 20 percent of salary earnings as explained in the following section.⁹ Women of color and white women are equally represented among the top-selling albums. Men of color comprise 25 percent of top-selling male artists, compared to 36 percent of white men.

Top Selling Albums of 2012



Top 25 Influential People in Music Industry 2011

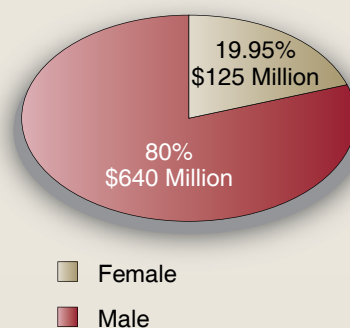


Salaries

Women artists earn approximately 75 percent of what their male counterparts earn on average. Among the top earning artists, women average \$60 million while men average \$80 million.

Despite the fact that women musicians perform as well, if not better than men, they do not earn comparable salaries.

Earnings of Top 10 Male and Female Artists in the Music Industry 2011



Top-earning Music Industry Artists 2011

Rank	Artist	in \$ Millions
1	U2*	\$195
2	Bon Jovi*	\$125
3	Elton John*	\$100
4	Lady Gaga*	\$90
5	Paul McCartney*	\$66
6	Justin Bieber	\$53
7	Jay-Z*	\$37
8	Aerosmith*	\$36.4
9	Beyonce*	\$35
10	Dave Matthews Band*	\$28
Women's Overall Earned Percentage Compared to Men		19.95%

(O'Malley 2011)

*Won Emmy award

⁹ It is important to note that there exists tremendous variation in reported salaries; however, the top ten artists can be universally confirmed among various sources.

II. The Status of Women in Leadership in Individual Sectors

ARTS AND ENTERTAINMENT

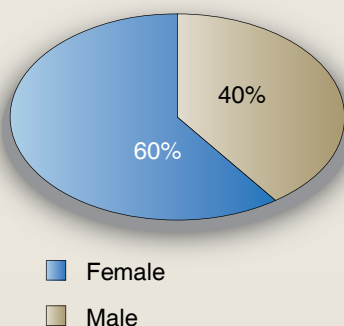
Women in Literary Publishing

The trend in music where women do not earn a proportionate salary to their sales also exists in the literary publishing industry. Women authors experience a discrepancy between earned income and success on the top sellers' lists.

Women account for 20 percent of CEOs in the publishing industry and 60 percent of the best-selling authors. Women in publishing houses and as authors, on average, account for 40 percent of leaders in this industry. Because women writers outperform men in overall sales, this increases the total percentage of women leaders in this industry.

Two out of ten chief executive officers (CEOs) of publishing companies in 2012 were women, or 20 percent. This is a drop of one percent from 2011, because a male replaced Jane Friedman at Harper Collins (Publishers 2012).

Top 10 Best-Selling Authors by Gender 2011



(DeBarros, Cadden, & Schnaars 2012)

Yet, as referenced in the chart below, more female authors (60 percent) claimed a position among the top 10 best sellers in 2011, yet female authors' earnings are significantly below their male counterparts' earnings.

Women authors (60 percent) surpassed men as best sellers in 2011, yet earned significantly less.

Literary Publishing Company's CEOs and Earnings

Publishing Company	CEO	Company's Earnings (in millions)
Thomson Reuters	James Smith	\$5,435
McGraw-Hill Education	Terry McGraw-Hill	\$2,292
Scholastic	Richard (Dick) Robinson	\$1,906
Cengage Learning	Michael Hansen	\$1,876
Wiley	Steve Smith	\$1,743
Reader's Digest	Linda Zecher	\$1,438
Houghton Mifflin Harcourt	Jane Friedman ('11)	\$1,295
Harper Collins	Brian Murray ('12)	\$1,100
Simon and Schuster	Carolyn Reidy	\$787
Perseus Books	David Steinberger	\$350
% Women		20%

(Publishers 2012)

Top 10 Best Sellers in 2011

	Author	Book
1	Kathryn Stockett	"The Help"
2	Suzanne Collins	"The Hunger Games"
3	Todd Burpo	"Heaven is for Real"
4	Sara Gruen	"Water for Elephants"
5	Suzanne Collins	"Catching Fire"
6	Jeff Kinney	"Diary of a Wimpy Kid: Cabin Fever"
7	Suzanne Collins	"Mockingjay"
8	Walter Isaacson	"Steve Jobs: A Biography"
9	Stieg Larsson	"The Girl With the Dragon Tattoo"
10	Laura Hillenbrand	"Unbroken"
% of Women Top Sellers in 2011		60%

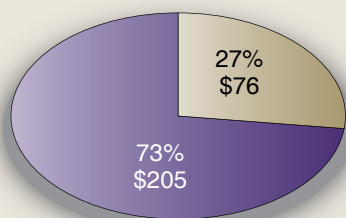
(Publishers 2012)

ARTS AND ENTERTAINMENT

Salaries

According to one study, top women authors earn approximately 27 percent of industry earnings despite the fact that women produce 60 percent of the best sellers.

Percentage of Earnings by Gender for Top Authors 2011 (in millions)



Female
Male

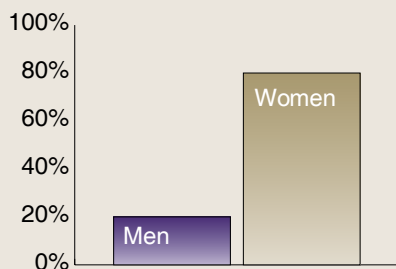
(Bercovici 2011)

Distinction in the Industry

When examining the 2012 awardees of the National Endowment for the Arts, women outperformed men 80 percent to 20 percent for literary works.

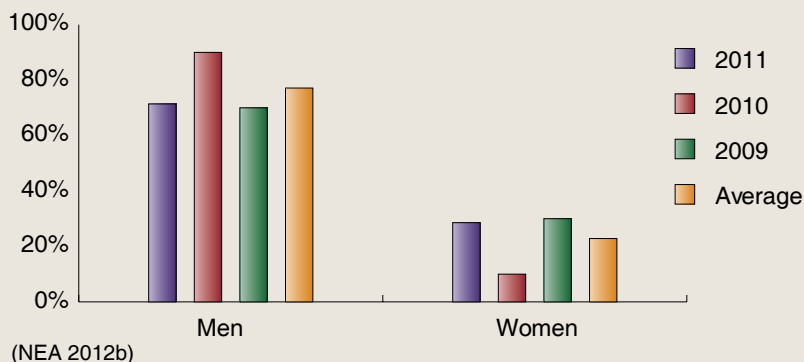
In closing, women entertainers and artists are undercompensated for their success across several industries. The subjectivity that exists in salaries among top perform-

2012 Literary Awardees



(NEA 2012a)

National Medal of the Arts 2009-2011



(NEA 2012b)

ing women has become much more evident. Industry distinctions create a perplexing set of analyses. On the one hand, women tend to outperform men; on the other hand, when a third party evaluator assesses performance, which also includes impact and influence, women's overall representation decreases.

For example, the percentage of women leaders recognized by the federal government from 2009-2011 for the National Medal of the Arts, a nationally publicized event, is much lower on average than the industry-specific accolades. Women averaged less than 23 percent over the last three years among the National Medal of the Arts recipients.

Recommendations for Closing the Leadership Gap

Areas of Future Action

- Arts and entertainment, in addition to other sectors, requires performance-driven criteria for determining earned salaries.
- In negotiating salaries, women should base their earnings on the success and performance of their respective art. Women should also calculate the industry's overall average when considering their salaries.
- Women in television should consider ways in which they can attract more women to their industry. With declining numbers in creative and administrative roles, women's overall leadership will be expected to decline as well. If trends continue as they are projected for 2012, women will have faced nearly five years of steady declines.

ARTS AND ENTERTAINMENT

Areas of Future Research

- While most industries within this sector could improve their data collection, music and the performing arts were particularly void of substantial data on their performers and executives. Leaders in music should insist that data are collected. Similarly, leaders in theatre and other performing arts should also insist on data collection to determine the overall equity and representation in each industry. The performing arts were not included in this report because little, if any, data were found.

- In measuring achievement, the Oscar, Emmy and Grammy awards, for example, have attempted to identify top performers in film, television, and music, but researchers of this report did not include awards. The list of the various awards is numerous and would consume much of this chapter alone. Relying on some, but not all, industry awards creates a limiting snapshot, which fails to include all members of the industry, particularly those who have been historically

excluded. For example, the Emmy and Grammy awards often fail to recognize the same artists and entertainers as other national awarders, such as the Latin Grammy Awards, NAACP Image Awards, and the Sundance Film Festival. An analysis of the various national awarders and their processes for determining recognition would inform the gender and race concerns herein. It should also be noted who among the awarders has a history of inclusion and exclusion.

- Additionally, fewer movie and television roles exist for women and even fewer for women of color. Presumably the industry has shied away from female protagonists for fear of poor box office ticket sales and/or inherent male-centric perspectives. It would be interesting to better understand the type of protagonists that drive sales, and whether women protagonists are unwelcomed by the public or need to be better crafted.

- Another methodology should be considered to adequately capture all top performers in the arts and entertainment sector. The vast amount of subjectivity in this chapter begs for a better set of performance measurements. One method, for example, could be to examine top grossing sales, expansion of the artist's brand in other industries, and a sum total calculation of all national awards.

- More research is suggested in attempting to determine the relationship, if any, between compensation and top performance.

- Finally, as with many sectors, there is a lack of comprehensive data on women and people of color. As Lord Kelvin once stated, and many thereafter adapted, "If you cannot measure it, you cannot prove it."

ARTS AND ENTERTAINMENT

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III. The Status of Women

in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

There is no doubt that women have accomplished significant milestones in the business world in the past 50 years in terms of higher wages and greater representation in management and executive roles. Since the Equal Pay Act was passed in 1963, women's earnings have increased from 58.9 percent of what men make to an historic high of 82.2 percent in 2011 (NCPE 2012). Since 2008, women's overall representation in the labor force has risen slightly from 48 percent to 49.1 percent in 2012 (Catalyst 2012b).

With a greater overall representation in the labor force during the last several years, it is rational to presume that female leadership would also climb, yet the percentage of female leaders has declined since 2008 (Catalyst 2012a). In 2011-2012, women on average comprise 15.2 percent of the top leadership roles among the Fortune 500 companies compared to 18 percent in 2008-2009 (Catalyst 2012c). However, the average percentage of female leaders is slightly higher among the Fortune 10 companies (19.71 percent) compared to the Fortune 500 companies (15.2 percent).

This chapter expands the work of Catalyst by examining the percentage of top women leaders in both publicly and privately held businesses and finance com-

Women are responsible for 65% of the \$18 trillion spent globally.

panies. Researchers narrowed the scope from the Fortune 500 to the Fortune 10 and the ten largest privately held companies, while including the top finance companies, because they often do not measure to the size and scale of the Fortune 10 and would otherwise be excluded. On average, women comprise 14.25 percent of all leadership roles among the top ten companies in business *and* finance.

Underrepresentation of women in the upper levels of executive or top-earning positions has been explained by various theories, including family respon-

“Women on the board do bring a different perspective. They think a little bit differently. They are more comfortable with ambiguity. It's not such a linear thought. Just that difference and having that give-and-take at the board level is very important for America's overall competitiveness.”

—Desiree Rogers, CEO, Johnson Publishing Co.

sibilities (AACU 1999). Other suggested reasons have stated that women prefer less-demanding jobs, tend to drop out of the labor force to raise children, and lose skills and experience after taking a maternity break.¹⁰

¹⁰ A 2009 report conducted by the Department of Labor stated “all but 5-7 cents of the pay gap can be explained by factors other than outright discrimination.” (Coy and Dwoskin 2012).

BUSINESS AND COMMERCIAL BANKING

Yet, the universal consensus among researchers is that women have the necessary experience and adequate representation in the workforce that qualifies them to lead. A company's failure to promote and retain women in executive roles can ultimately affect its financial and organizational well-being as some studies have illustrated.

Consider the following:

- Businesses with women on their boards outperform companies with all-male boards by 26 percent (Credit Suisse 2012).
- The average return on equity (ROE) of companies with at least one woman on the board is 16 percent, which is 4 percentage points higher than the average ROE of companies with no females on the board (Credit Suisse 2012).
- Net income growth for companies with women on the board has averaged 14 percent over the past six years, whereas companies with no female representation have seen a 10 percent growth (Credit Suisse 2012).
- In a McKinsey study, researchers found greater gender diversity in management to be associated with above-average return on equity and stock performance in top-listed European companies (Pine 2011).

- Studies of Fortune 500 companies have found that the percentage of women among executives and on boards of directors is positively associated with an organization's financial performance (Eagly, Carli, and Sampson 2009).

Moreover, several studies from Catalyst illustrate that female characteristics have been shown to significantly improve the corporate environment (Catalyst 2011).

"Women do combine masculine and feminine qualities more than men do by adopting a transformational style of leadership. What do transformational leaders do? They innovate, solve problems effectively and act as excellent role models. They also inspire, encourage, empower and support their subordinates. And there's good evidence that transformational leadership is effective in modern organizations. So it appears that women, somewhat more than men, lead in ways that are typically quite effective" (Eagly, Carli, and Sampson 2009).

Businesses with women on their boards outperform companies with all-male boards by 26 percent.

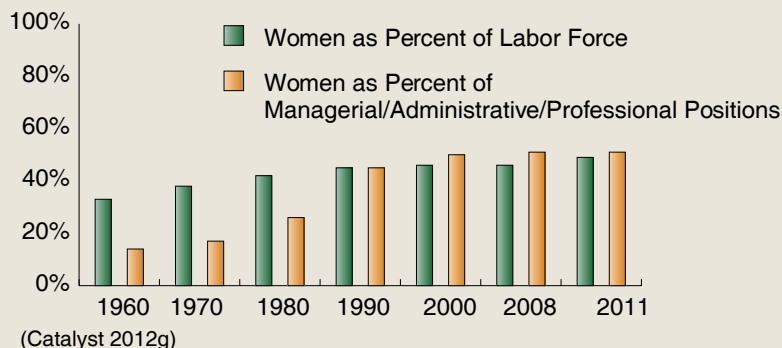
The research suggests that it is in the interest of corporate America to do more to attract and keep women in leadership roles. For a detailed account of business leaders by U.S. regions, refer to Appendix I of this chapter.

Women in Business

Women comprised 49.1 percent of the labor force in 2012, and held 51.4 percent of management, professional and related positions. Based on these data, women are readily promoted to management and professional roles.

While women held 51.4 percent of all professional, managerial and related positions in 2011, the average percentage of all women executive officers dropped sharply to 14.1 percent. This trend is common across several sectors where the percentage of female top leaders is not representative

Women in the Workforce



III. The Status of Women in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

of the labor force or the number of women in management and professional roles.

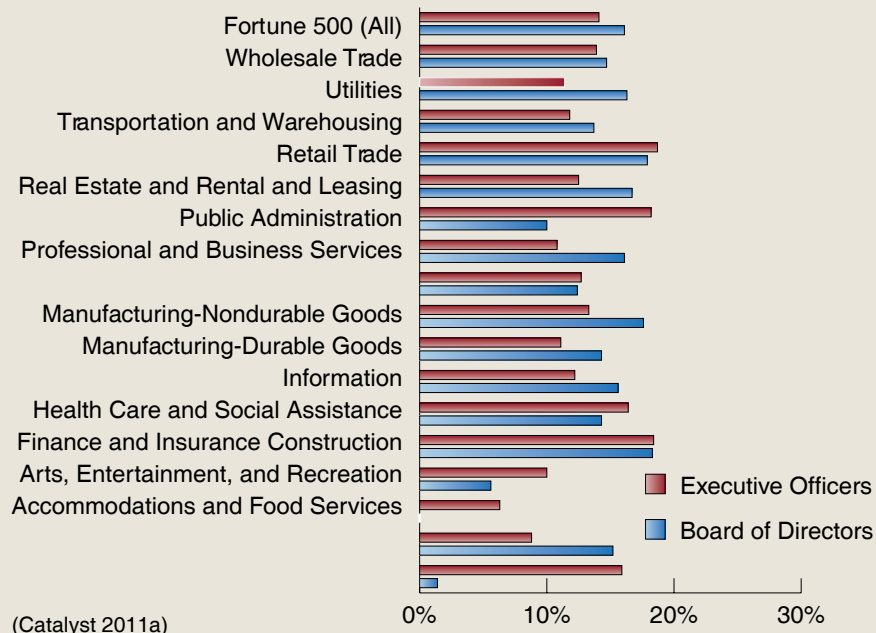
African American women make up 6.1 percent of the workforce overall and 5.3 percent of managers and professionals. The percentage of African-Americans in the labor force is projected to increase slightly by 2020 to 6.3 percent (Catalyst 2012e).

Since 2011, all 14 industries within the Fortune 500 companies had at least one woman in an executive position, with the average across the 14 industries at 1.4 per industry. Arts, entertainment and recreation companies have the lowest percentage of women leaders at 6.3 percent, and retail trade is the highest at 18.7 percent. It is important to note that the media industry has only one company listed in the Fortune 500, and it has 11 corporate officers (Catalyst 2011a).

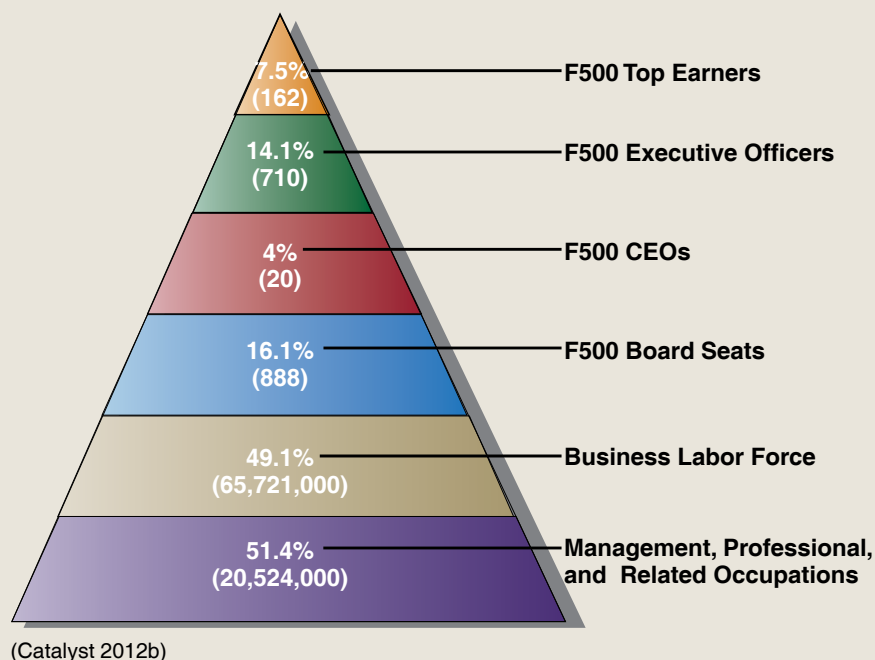
Top Leadership Among Women in Business

Over the last five years, women's representation in top executive positions has remained virtually unchanged (Catalyst 2012a).¹¹ There was a steady increase in CEO positions from 2008-2010, but these gains were quickly lost in one year. On average, females occupied only 14.1 percent of all executive positions in 2011, and approximately 15 percent in Fortune 500 businesses.

Female Leaders by Industry in Fortune 500 Companies



Percent (and Number) of Women in Labor Force



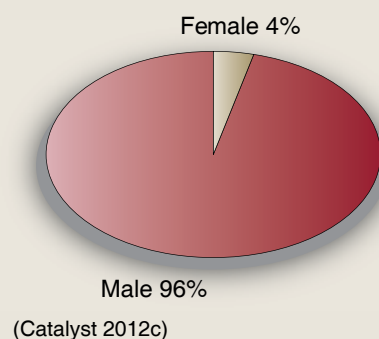
¹¹ One well-publicized story was the appointment of Marissa Mayer as the president and CEO of Yahoo in July of 2012.

III. The Status of Women in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

Researchers sought to quantify the percentage of women's leadership among the top U.S. companies and commercial banks. Researchers found that women comprise 19.71 percent of CEO and board roles in Fortune 10 companies, 6.7 percent in the top ten privately held companies, and 16.53 percent in commercial banking.

Fortune 500 CEOs 2012



Women's representation decreases as the size of the sample increases. Women hold only 4 percent of Fortune 500 CEO positions (Catalyst 2012c). Yet that figure jumps to 19.8 percent when narrowing the sample to the top Fortune 10 companies.

The percentage of women of color in executive positions in Fortune 500 companies has remained virtually the same since 2009, when it was at 3.1 percent. In 2010 and 2011, that percentage averaged 3 percent. However, in 2012, among the 19 female CEOs of Fortune 500 companies, 10 percent are women of color (Catalyst 2012c).

According to the Committee for Economic Development (2012),

Executive Positions in Fortune 10 Companies 2012

Company	# Executive Positions	# Females in Executive Positions	% Females in Executive Positions
Exxon Mobil	5	0	0%
Wal-Mart Stores	32	7	22%
Chevron	18	3	17%
ConocoPhillips	9	3	33%
General Motors	17	4	24%
General Electric	40	7	18%
Berkshire Hathaway	20	4	20%
Fannie Mae	15	5	33%
Ford Motor	34	2	6%
Hewlett-Packard	12	3	25%
Total/Average	202	38	19.8%

(Compiled from each company's proxy's website 2012)

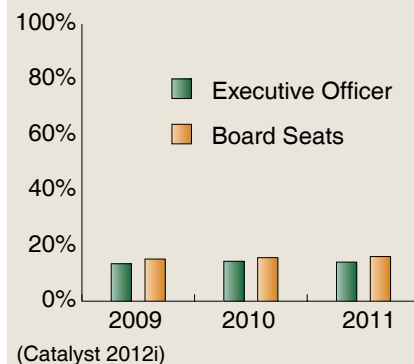
Women hold only 4% of Fortune 500 CEO positions, but nearly 20% at the top Fortune 10 companies.

the failure of U.S. companies to take a more active role in promoting women has caused us to "fall behind international competitors that are getting the most out of an expanding pool of talented women" (p 5). Countries like Norway and France have mandated the percentage of female representation in boardrooms. The U.S. has not taken the same measures to even the playing field in executive positions or boardrooms (Nevedomski Berdan and Catalano 2012).

CEO Salaries

Among the top ten largest public companies, only one woman sits among the highest compensated

Percentage of Women in Leadership in Fortune 500 Companies



Norway and France have mandated the percentage of female representation in boardrooms.

CEOs, and 11.7 percent of the overall CEO compensation is paid to her.

BUSINESS AND COMMERCIAL BANKING

CEO Compensation in Fortune 10 Companies 2012

Company	CEO	Gender	Total Male Compensation (\$Millions)	Total Female Compensation (\$Millions)
Exxon Mobil	Rex Tillerson	M	\$21.5	
Wal-Mart Stores	Mike Duke	M	\$18.2	
Chevron	John S. Watson	M	\$18.1	
ConocoPhillips	Ryan Lance	M	\$17.9	
General Motors	Daniel F. Akerson	M	\$2.5	
General Electric	Jeffrey R. Immelt	M	\$11.3	
Berkshire Hathaway	Warren Buffett*	M	\$0.5	
Fannie Mae	Timothy J. Mayopoulos	M	\$5.3	
Ford Motor	Alan R. Mulally	M	\$29.5	
Hewlett-Packard	Meg Whitman	F		\$16.5
Total Women CEOs	10%			
Total Salary Dollars			\$124.8	\$16.5
Average Salary			\$15.54	\$16.50
Male/Female Comparison of CEO Compensation			88.3%	11.7%

(Compiled from each company's 2012 Annual Report)

*Warren Buffett's salary will not be calculated to determine the average salary, because his compensation is unusually low and will distort the overall average.

Boards of Directors

In 2011, women constitute 16.1 percent of board director positions among Fortune 500 companies — a slight increase from 2010, when women held 15.7 percent of these positions. Among board chairs, females comprise 2.6 percent in both 2010 and 2011 (Catalyst 2011c).

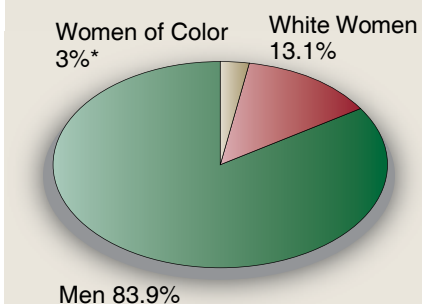
In 2011, women of color comprise 3 percent of board director positions, compared to white women who make up 13.1 percent. Among women of color, African-American women account for 1.9 percent of director positions, Hispanic women account for 0.7 percent, and Asian/Pacific Islander women account for 0.3 percent of Fortune 500

board directors. Numbers for 2010 and 2011 show women of color holding only 3 percent of board seats among the 16.1 percent of seats held by women (Catalyst 2011).

On Fortune 10 boards of directors, women comprise 19.55 percent. This is slightly higher than the percentage of women on Fortune 500 boards.

While much attention is paid to the Fortune 500 companies, mid-cap companies in the U.S. have a poorer track record for promoting women to senior roles. One study from Georgetown University's McDonough School of Business found only 4.5 percent of women in executive positions at companies

2011 Fortune 500 Directors



*African-American Women 1.9%, Hispanic Women .7%, Asian Pacific Islander Women .3%
(Catalyst 2011c)

with \$1 to \$7 billion in capital (Heavey 2012). Even though women are poorly represented in numbers, their earnings are closely aligned with their male counterparts at this level. For

III. The Status of Women in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

In mid-cap companies, women are poorly represented in numbers in executive roles, but their earnings are closely aligned with their male counterparts at this level.

example, female executives earned an average of \$2.2 million a year, compared with \$2.5 million for men in 2010.

Furthermore, the Georgetown study averaged the three industries with the highest number of female executives and found that women actually out-earned men at a rate of \$3.9 million for women compared to \$2.9 million for men. The three industries are media, pharmaceuticals, and retailers (Heavey 2012).

Researchers of this report posit that CEOs' performance is calculated based on sales, thereby ensuring merit-based salaries. CEO contracts would have to

Women hold only 6% of the executive positions in the top ten U.S. private companies compared to 20% at Fortune 10 companies.

be reviewed and/or interviews conducted to more clearly understand how salary was negotiated. This is an area worthy of future research.

Women in Top Private Companies

Because the business sector includes, in large part, privately held companies, it is important

Board of Directors Positions in Fortune 10 Companies 2011

Company	# Board Positions*	# Women in Board Positions	% Women in Board Positions
Exxon Mobil	12	2	16.67%
Wal-Mart Stores	17	4	23.53%
Chevron	12	2	16.67%
ConocoPhillips	10	1	10.00%
General Motors	14	4	28.57%
General Electric	18	4	22.22%
Berkshire Hathaway	12	2	16.67%
Fannie Mae	10	2	20.00%
Ford Motor	17	2	11.76%
Hewlett-Packard	11	3	27.27%
Total/Average	133	26	19.55%

(Compiled from each company's 2011 Annual Report)

* The latest figures found derived from each company's 2011 Annual Report.

Executive Positions in Top 10 Private U.S. Companies 2011

U.S. Company	# Executive Positions	# Female Executives	% Female Executives
Cargill	31	4	13%
Koch Industries	5	0	0%
Mars	11	1	9%
Pricewaterhouse Coopers	21	1	5%
Bechtel	37	3	8%
Publix Super Markets	*	*	N/A
Love's Travel Stops and Country Stores	5	0	0%
Ernst and Young	21	5	23%
C&S Wholesale Grocers	6	0	0%
US Foods	5	0	0%
Total:			5.8%

(Forbes 2011)

*Not listed except for information gathered from Publix Stockholder Quarterly Report filed 9 August 2012, where CEO William Crenshaw and CFO David P. Phillips are listed on corporate documents.¹²

¹² See <http://www.publixstockholder.com/servlet/ProxyServlet?path=/stockholder/Document.do&seq=1&SECDocumentId=7958&curPage=1&selectedDocumentType=-99&selectedYear=-99>

III. The Status of Women in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

Board of Directors Positions in Top 10 Private U.S. Companies 2011

U.S. Company	# Board Seats	# Board Seats Held by Women	% Board Seats Held by Women
Cargill	5	0	0.0%
Koch Industries	5	0	0.0%
Mars	N/A	N/A	N/A
Pricewaterhouse Coopers	8	1	12.5%
Bechtel	15	0	0.0%
Publix Super Markets	9	3	33.3%
Love's Travel Stops and Country Stores	1	0	0.0%
Ernst and Young	30	9	30.0%
C&S Wholesale Grocers	3	0	0.0%
US Foods	11	0	0.0%
Totals:	87	13	7.58%

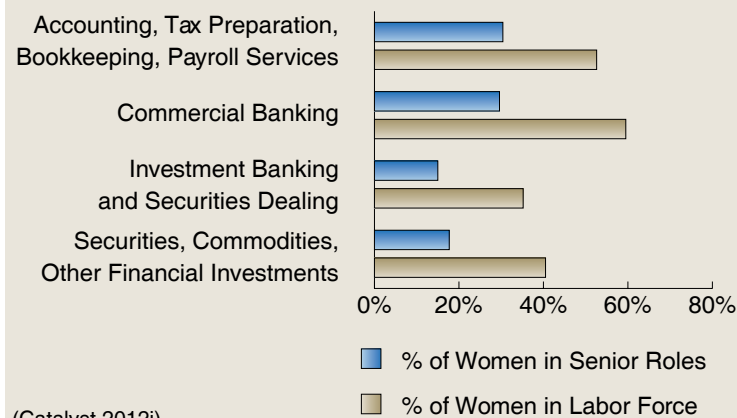
(Compiled from each company's website 2012)

to include them when endeavoring to understand women's leadership in the business sector. However, privately held companies are not required to provide financial and other types of information, so some data were unavailable for comparison purposes.

Among the top ten U.S. private companies, only 5.8 percent of women comprise the executive positions. More specifically, at least 8 companies have less than 10 percent female representation in executive roles, which is significantly less than the average of 19.9 percent of Fortune 10 companies.

The percentage of female board positions for the top ten private U.S. companies is 7.6 percent — significantly lower than the Fortune 10 companies' 19.5 percent. In addition,

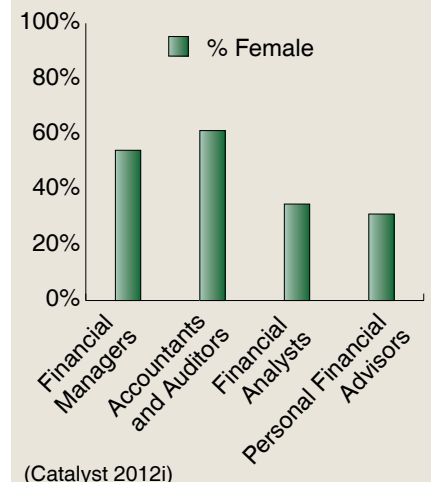
Women in Labor Force vs Leadership in Financial Industries 2012



at least six of these companies have zero board seats held by women.

On average, women comprise just 6.69 percent of top leadership positions in privately held companies.

Women in the Financial Industries 2012



Women manage only about 3% of the 9,000 hedge funds in the U.S.

BUSINESS AND COMMERCIAL BANKING

Women in Finance and Banking

Women do not proportionally represent leadership roles in the financial industry.¹³ According to Catalyst and *Forbes Magazine*, women are not well represented at the highest levels of the financial industry and have not made any significant gains in the last decade (NCRW 2009).¹⁴

Despite women not being well represented in the financial industry, their performance is noteworthy. For example, women in hedge funds management are performing at much higher proportional rates than men.¹⁵

A 2011 study found that women manage only about 3.3 percent

of 9,000 hedge funds; however:

- Performance, both in terms of absolute returns and risk-adjusted returns, is substantially stronger for women- and minority-owned hedge funds than for the hedge fund universe at large (MFA 2011).
- During economic downturns, women- and minority-owned funds are more stable and continue to outperform non-diverse funds. In 2010, non-diverse funds declined 29.4 percent, while women- and minority-owned funds declined only 19.4 percent (MFA 2011, p. 13).

- From 2000 to 2009, women-owned funds have delivered an average annual return of 9.06 percent compared with only 5.82 percent among male-dominated hedge funds.

It is important to note that managing hedge funds offers a more flexible work schedule, allowing women to continue working in the industry while balancing family roles (Aylmer 2010). It would be an interesting area of future research to explore other characteristics of hedge fund management, such as access to capital, and why women do not manage more hedge funds.

Executive & Board Positions in Commercial Banking 2012

U.S. Banks	# Executive Positions	# Female Executives	% Female Executives	# Board Positions	# Female Board Members	% Female Board Members
HSNB North America	19	2	10.5%	8	3	37.5%
The Bank of New York	16	3	18.8%	12	2	16.7%
U.S. Bancorp	13	2	15.4%	14	3	21.4%
Morgan Stanley	11	1	9.1%	14	2	14.3%
Metlife, Inc.	11	2	18.2%	12	4	33.3%
The Goldman Sachs Group	11	1	9.1%	10	2	20.0%
Wells Fargo and Company	13	3	23.1%	15	5	33.3%
Citigroup Inc.	25	1	4.0%	12	3	25.0%
Bank of America	11	4	36.4%	16	4	25.0%
JPMorgan Chase & CO.	65	11	16.9%	11	2	18.2%
Total:	195	30	15.4%	124	30	24.2%

(Compiled from each company's website 2012)

¹³ Conversely, women are responsible for 65 percent of the total \$18.4 trillion spent in global consumer goods and services (Catalyst 2012d).

¹⁴ In 2009, the United Kingdom conducted an inquiry into the reasons for the lack of female leaders in the financial industry and found that because there are few women in leadership roles, women's issues in the workplace, such as flexible scheduling options, are not adequately addressed. One could argue that until the financial industry becomes known as a career path that encourages equal pay and more flexible time, it is unlikely to see a greater number of female executives (Aylmer 2010, p 2).

¹⁵ On a related note, a *Forbes* poll from 2011 indicates that only 11 percent of women are likely to choose another woman solely based on gender as their personal financial advisor, although 85 percent of women polled say they are indifferent to the gender of those they work with in the financial industry (Galbraith 2011). Interestingly, women rate the financial industry as one they are "most dissatisfied with on a service and product level" (Ackerman 2012). Some experts argue that women "require a different strategy" for investment and money management (Ackerman 2012), which may have an impact on the overall satisfaction scale.

BUSINESS AND COMMERCIAL BANKING

Top Leadership Among Women in Commercial Banking

Women comprise nearly 60 percent of the total labor force in commercial banking and nearly 30 percent of senior leadership roles — the most representation in any financial industry. Presumably, women should have attained more top leadership roles in the field where there exist more women in the pipeline for top positions.

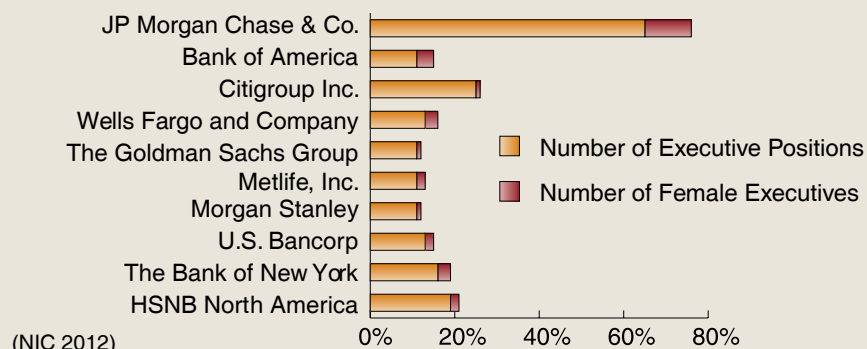
On average, women comprise 16.53 percent of all leadership roles in the ten largest banks in the U.S. More specifically, women comprise only 10 percent of the top ten CEOs of commercial banks, 15.4 percent of all executive positions, and 24.2 percent of board directors.

Compensation among women CEOs in the top ten banking companies is grossly disproportionate. Whereas women comprise only 10 percent of CEO positions — similar to the Fortune 500 companies — they earn on average just .06 percent compared to male salaries. This pay differential is a historic low predating the 1960s Equal Pay Act.

The Impact of Advanced Business Degrees

Education offers women the opportunity to increase their earning potential, and more women than ever are earning a college degree. In fact, from 2009–2010, women earned more bachelor, master's, and doctorate degrees than men (Catalyst 2012h).

Women's Executive Percentage in Top 10 U.S. Banks



CEO Compensation in Banking 2012

U.S. Banks	CEO M/F	Male Compensation in Millions	Female Compensation in Millions
HSBC North America	F		\$.70
The Bank of New York	M	\$5.75	
U.S. Bancorp	M	\$6.58	
Morgan Stanley	M	\$10.39	
Metlife, Inc.	M	\$2.69	
The Goldman Sachs Group	M	\$21.74	
Wells Fargo and Company	M	\$7.93	
Citigroup Inc.	M	\$7.72	
Bank of America	M	\$2.26	
JPMorgan Chase & CO.	M	\$41.99	
Average Salary		\$11.89	\$.70
Total Female CEOs	10%		
Total Salary Dollars		\$118.94	\$.70
Total Salary Percentage		99.99%	-.006%
Pay Gap Based on Average Salary		99.94%	.06%

(Forbes Magazine Highest Paid CEOs of 2012, available at <http://www.forbes.com/sites/scottdecarlo/2012/04/04/americas-highest-paid-ceos/>)

*For salary comparisons of chief financial officers (CFOs) refer to Appendix II.

Overall, the number of women earning MBAs has been on a steady increase since 2002. However, the number of MBAs

earned by women recently dropped very slightly, from 36.9 percent in 2010 to 36.8 percent in 2011.

BUSINESS AND COMMERCIAL BANKING

In the last decade, the average number of women enrolling in the top MBA programs has risen from 30.6 percent to 35.5 percent (Catalyst 2012f). Yet after graduation, women “lag behind men in job level and salary starting from their first position and do not catch up” (Catalyst 2012f). Women earn on average \$4,600 less in their initial jobs, even after accounting for experience, time since MBA, industry, and region (Catalyst 2012f). Women senior leaders were also more than three times as likely to have lost their jobs due to downsizing or restructuring (Catalyst 2012f). In promotions, 31 percent of female MBA graduates received promotions compared to 36 percent of men between 1996 and 2007 (Catalyst 2012f).

Recommendations for Closing the Leadership Gap

Areas of Future Action

- The public, investors and employees should expect more from American companies and ask them to report the number of women they currently have in executive roles, as well as their plan to increase this number yearly.
- Investors should learn the diversity of corporate boards before investing and question corporations about how women are incorporated into their succession plans.
- Require companies to sponsor a mentorship program, where women are taught to anticipate potential roadblocks and successfully navigate the obstacles. When women are in positions of leadership, the “pull effect” is strong — meaning that successful women will pull other women up to their level by offering a support system (CED 2012, p. 14).

- Consider following the lead of other countries that mandate by law the percentage of women required to be in executive positions as a way to force change at a quicker pace.

Areas of Future Research

- A comprehensive study should be conducted to determine women’s performance in all areas of business and banking.
- Explore the characteristics of hedge fund management, such as access to capital, succession planning, and performance measures, to better understand why women do not manage more hedge funds.
- Mid-cap companies with the greatest pay equity between men and women should be assessed to determine the merit and compensation process and procedure for senior executives.

BUSINESS AND COMMERCIAL BANKING

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III. The Status of Women in Leadership in Individual Sectors

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BUSINESS AND COMMERCIAL BANKING

Appendix A

U.S. Women in Business by Region

When we break down the number of women in executive roles by region, we find only slight fluctuations.

Region	% Women Directors	% Women Executive Officers
Midwest	17.6%	15.6%
Northeast	17.4%	14.5%
West	15.7%	14.5%
South	14.0%	12.1%

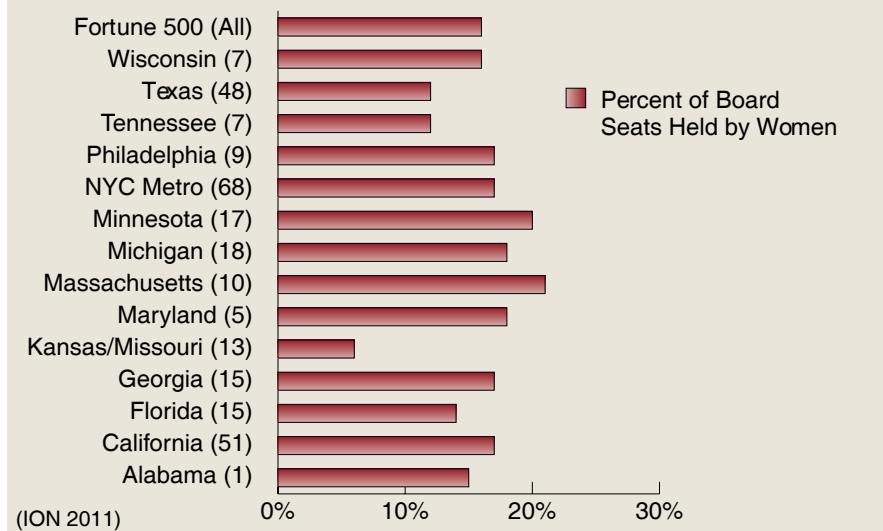
(Catalyst 2011b)

Looking at it another way, we see that some regions have a large number of Fortune 500 companies but only a small percentage of women in executive roles in those companies. For example, the NYC metro area, California and Texas have the greatest number of Fortune 500 companies (167 combined) but have an average female executive participation rate of only 15 percent.

The number of women serving as Chief Financial Officers (CFO) in the top ten Fortune 500

companies is significant at 30 percent, yet their salaries make up 24 percent of the total CFO salaries paid in those companies. This is the greatest pay gap that exists in business and banking.

Percent of Board Seats Held by Women by State/Region



III. The Status of Women in Leadership in Individual Sectors

BUSINESS AND COMMERCIAL BANKING

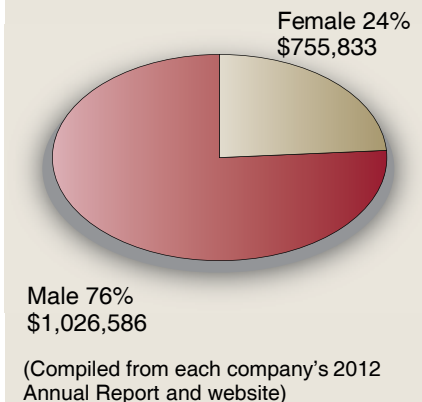
Appendix B

Women as CFOs in Business

The number of women serving as Chief Financial Officers (CFO) in the top ten Fortune 500 companies is significant at 30 percent, yet their salaries make up 24 percent of the total CFO salaries paid in those companies. This is the greatest pay gap that exists in business and banking.

Male CFOs in the top ten Fortune 500 companies are paid approximately \$270,000 more per year on average than females.

CFO Salaries by Gender in Top 10 Fortune 500 Companies 2012



CFO Salaries of Top 10 Fortune 500 Companies 2012

Company	Chief Financial Officer	Salary	Male/Female	Total Male Salary	Total Female Salary
Exxon Mobil	Donald D. Humphreys	\$1,170,000	Male	\$1,170,000	
Wal-Mart Stores	Charles M. Holley	\$731,600	Male	\$731,600	
Chevron	Patricia Yerrington	\$842,500	Female		\$842,500
ConocoPhillips	Jeffrey Wayne Sheets	\$619,500	Male	\$619,500	
General Motors	Daniel Ammann	\$687,500	Male	\$687,500	
General Electric	Keith S. Sherin	\$1,765,000	Male	\$1,765,000	
Berkshire Hathaway	Marc D. Hamburg	\$962,500	Male	\$962,500	
Fannie Mae	Susan R. McFarland	\$600,000	Female		\$600,000
Ford Motor	Lewis W.K. Booth	\$1,250,000	Male	\$1,250,000	
Hewlett-Packard	Catherine A. Lesjak	\$825,000	Female		\$825,000
Total		\$9,453,600		\$7,186,100	\$2,267,500
Percentage Comparison				76.0%	24.0%

(Compiled from each company's 2012 Annual Report and website)

IV. The Status of Women

in Leadership in Individual Sectors

ENTREPRENEURSHIP

The recent economic downturn has illustrated that entrepreneurs and small businesses play a vital role in creating jobs and stimulating growth. Not only does the small business sector directly generate many jobs, it also creates many of the innovations that stimulate overall economic growth. Companies with less than 500 employees have been shown to be more innovative and operate with greater efficacy than companies with more than 500 employees (OECD 2000). Small and new enterprises are also more likely to be locally owned, which usually results in greater stability of employment, more jobs going to local residents, and more profits being reinvested in the community (OECD 2000).

New jobs often come as a result of *opportunity* entrepreneurs — new, high-potential, fast-growth businesses. From just 11 percent of these *opportunity* entrepreneurs an expected 20 percent more jobs will come over the next five years, compared to just 2 percent expected by *necessity* entrepreneurs, who start new businesses for self-employment (Carter *et al* 2007).

If future wealth creation depends on growth-oriented entrepreneurs, assessing how well women entrepreneurs are performing in this arena should be a collective concern. Especially as women entrepreneurs — in particular, women of color — are the fastest growing demographic of new business owners. Their valuable contribution to stimulating economic progress, providing

Women entrepreneurs are the fastest growing demographic of new business owners.

innovative solutions to existing problems, and capitalizing on new opportunities needs to be recognized. At the same time, myths blocking women as entrepreneurs need to be debunked (Carter *et al* 2007).

In collecting and analyzing available information on entrepreneurs, researchers of this report have generated baseline data sets from which to monitor the success of women-owned businesses. Researchers spanned several decades of data to better understand the entrepreneurial

“To be a successful entrepreneur your business has to be profitable, but to really make an impact you must make a difference in someone’s life. This is the advantage that women have in the business world — we are not afraid to combine the two.”

— Emily B. Spencer, founder Premier Medical Corporation

landscape, and also identified several primary barriers for women through qualitative interviews, surveys and census data.

The study found that while both men- and women-owned businesses struggle in highly

IV. The Status of Women in Leadership in Individual Sectors

ENTREPRENEURSHIP

competitive markets, on average, men have much greater access to capital, training and mentorship, which are vital factors in growing and sustaining businesses. Only 3 percent of women-owned businesses break through the million-dollar annual revenue benchmark compared to an average of 6 percent of those owned by men (CWBR 2012). Research also shows that women-owned businesses are smaller on average than those of men, both in terms of sales revenues and the number of employees.

An obstacle for women entrepreneurs is the myth that women only favor lifestyle businesses that allow them to balance work and family, or use entrepreneurship to supplement household income. These assumptions contradict existing data.

For example, data shows that more than 3,000 women applied to participate in Springboard Enterprises in 2008, a program connecting women-led businesses with equity financiers. In addition, an estimated 110,000 women-owned firms did more than a million dollars in sales, and almost 8,500 women-owned firms employ more than 100 people generating average revenues of \$66 million (Carter et al 2007). Moreover, the types of businesses most women choose are predominately high-growth, not lifestyle businesses.

Thus, if women are not choosing to remain small, why are they disproportionately so? One suggestion permeating most

Twice as many men-owned businesses (6%) break the million-dollar annual revenue benchmark compared to women-owned ones (3%).

sectors — and entrepreneurship is no exception — is that women are not performing at the same levels as their male counterparts. Another hypothesis is that there are insufficient numbers of women in the “pipeline”, meaning fewer women are entrepreneurs overall.

There are, in fact, sufficient women entrepreneurs in the “pipeline”, and they are performing with fewer resources, outside investors, and rely on less support from family and friends. Women overwhelmingly rely on personal assets, and much less on outside investment. Finally, this section will seek to explain why women-owned firms are not growing at the same rate of most male-owned firms.

Women received 11 percent of the capital investment and yet comprised 20 percent of the top entrepreneurs of 2011. Conversely, male entrepreneurs received 89 percent of the capital investment and comprised 80 percent of the top entrepreneurs of 2011. On average, women leaders comprised 9.7 percent of all leaders in the entrepreneurial sector.

In addition to data collected and synthesized for this section, researchers of this report utilized findings from a regional study funded by the Department of Commerce’s Economic Development Administration (EDA). The EDA funded interviews and focus groups to determine barriers faced by women entrepreneurs in the Denver-metro area of Colorado.

The EDA study confirmed two primary barriers that have also emerged in other national studies: lack of investment capital and lack of mentorship to assist with training and technical assistance. These findings can be universally applied to understand and explain the challenges and barriers, in particular for growth among women entrepreneurs (Department of Commerce 2010). These findings also greatly inform the researchers’ recommendations at the end of the chapter.

Between 1997 and 2002, women-owned firms grew by 20%, more than twice the rate of all U.S. firms (7%).

ENTREPRENEURSHIP

Entrepreneurial Activity between 1997-2008:

- The number of women-owned firms increased by 43 percent from 1997 to 2007 in the U.S. (DPC 2007). Women-owned businesses are defined as 50 percent or more of female owners.
- Between 1997 and 2002, women-owned firms grew by 19.8 percent, which is more than twice the rate of all U.S. firms (7 percent) (U.S. Census 2002).
- In 2002, women-owned businesses generated \$16.4 billion in revenue (Center for Women's Business Research 2012).
- In 2007, women-owned businesses employed 7,520,121 people out of 56,626,555, or 13 percent of the total number of paid employees in privately owned businesses (U.S. Census 2007).
- In 2008, women owned approximately 7.2 million firms in the U.S., a decrease from 7.8 million in 2007 (U.S. Census 2007).¹⁶
- Women-owned firms accounted for 40 percent of all privately held firms in the U.S. in 2008 (CWBR 2012).
- In 2008, women-owned businesses generated \$1.9 trillion in sales, and employed 13 million people nationally (CWBR 2012).
- Of these businesses in 2008, 1.9 million firms were owned by women of color who employed 1.2 million people.
- Women of color generated \$165 billion in revenue annually in 2008 (Center for Women's Business Research 2012).
- Access to credit is more problematic for women and women of color. In 1998, 60 percent of white women business owners had access to credit, compared to 50 percent of Hispanic, 45 percent of Asian, 42 percent of Native American, and 38 percent of African-American women business owners (Smith-Hunter 2006).
- As of 2008, one in five firms with a revenue of \$1 million or more was woman-owned; however, only 3 percent of women-owned firms had revenues of \$1 million or more compared with 6 percent of men-owned firms (CWBR 2012).¹⁷

According to the U.S. Census, women of color comprise approximately 40 percent of all female-owned companies, and grossed approximately 20 percent of total sales. Men of color owned 30 percent of all male business firms, grossed 10 percent of sales, employed 11 percent of paid workers, and contributed approximately 8.5 percent to annual salaries.

Firms Owned by Gender & Race 2007

White Female	32%
People of Color	23%
White Male	45%

(US Census 2007)

Sales by Gender & Race 2007

White Female	11%
People of Color	11%
White Male	78%

(US Census 2007)

Women-owned firms account for 40% of all privately held businesses.

¹⁶ According to the U.S. Census, in 2007 there were 24,294,860 privately held businesses. Privately held businesses grossed \$10,949,461,875, and employed 56,626,555 paid workers, and spent \$1,940,572,945 on annual payrolls. Women, by comparison, owned 7,792,115 businesses; grossed \$1,196,608,004, employed 2,281,878 paid workers, and contributed \$214,673,400 to annual salaries. Men contributed \$1,510,450,810 to annual salaries. People of color owned 5,759,209 businesses, grossed \$1,024,801,958, employed 860,492,119 paid workers, and contributed \$5,816,114 annually to salaries.

¹⁷ As of 2008, the average revenues of majority women-owned businesses were 27 percent of the average of majority men-owned businesses, an increase from 2007 (Hadary 2010).

IV. The Status of Women in Leadership in Individual Sectors

ENTREPRENEURSHIP

Entrepreneurial Activity among Women between 2009-2010

In 2009, an average of 0.34 percent of the adult population (340 out of 100,000 adults) created a new business each month, representing approximately 558,000 new businesses per month. This entrepreneurial activity rate was a slight increase over the 2008 rate of 0.32 percent (Fairlie 2009). Women comprised 39 percent of all entrepreneurial activity in 2009 (Fairlie 2009). White non-Hispanic women represent approximately 80 percent of all women business owners.

Since 2008, women of color have remained steady with 1.9 million firms owned (CWBR 2012). Latina, Asian and African-American women each represent another 4 percent respectively (Smith-Hunter 2006). Latina entrepreneurs are a growing part of the women business-owner population. They operate in a wide variety of industries and have owned their businesses for

Forbes' Midas List: Top Investors of 2007

Rank	Name	Gender	Title*	Company
1	Michael Moritz	M	VC	Sequoia Capital
2	John Doerr	M	VC	Kleiner Perkins Caufield & Byers
3	Andreas von Bechtolsheim	M	A	Sun Microsystems
4	Ram Shriram	M	A	Sherpalo
5	David Cheriton	M	A/P	Stanford University
6	Ronald Conway	M	A	Angel Investors
7	Michael Grimes	M	B	Morgan Stanley
8	Lawrence Sonsini	M	L	Wilson, Sonsini, Goodrich & Rosati
9	Jay Hoag	M	VC/BO	Technology Crossover Ventures
10	Thomas Ng	M	VC	Granite Global Ventures

(Forbes 2007)

*A: Angel. B: Banker. BO: Buyout. L: Lawyer. P: Professor. VC: Venture Capitalist

an average of 12 years (Smith-Hunter 2006). Minority female entrepreneurs are typically older than their non-minority counterparts, less educated, less likely to be married, and more likely to start a business with a partner (Smith-Hunter 2006, p. 130).

Lack of funding continues to be the biggest growth problem for entrepreneurs. Venture capital investments have rebounded but not to pre-recession levels, and angel investments are 30 percent below the average level for the five years leading up to the financial crisis. Outsider investors will be more closely examined later in this chapter.

Top Entrepreneurs of 2011

	Projected Revenue (Millions)	Women-Owned?
99 Designs	\$35	No
Dropbox	\$7.2	No
Instagram	\$7	No
Onswipe	\$6	No
Grasshopper Group	\$6	No
Foodspotting	\$3	Yes
Solben	\$3	No
Birchbox	\$1.4	Yes
Ad Parlor	Not Released	No
Freshii	Not Released	No

(Inc. magazine 2011)

Women Entrepreneurs in Leadership

Inc. magazine identified the top entrepreneurs of 2011, and researchers of this report narrowed the list to the top ten, highest-grossing, for-profit companies.

Women comprised 39% of entrepreneurial activity in 2009.

IV. The Status of Women in Leadership in Individual Sectors

ENTREPRENEURSHIP

Among the top investors of 2007 and 2008, women are not represented at all.

Of that top ten, women entrepreneurs comprised 20 percent.

Women-owned firms account for 40 percent of all privately held businesses, and while they contribute more than a trillion dollars in revenue, they remain small.

The primary factor in business growth is capital investment. Capital investment refers to funds not derived from personal assets, family and/or friends but through venture companies and angel investors. New and existing businesses compete for capital investment, which enables the business to grow — usually at a much faster pace.

Access to investment pools is difficult under the best of circumstances, but for women entrepreneurs, the doorway is almost closed. Venture capital investment in U.S. women-led businesses is a small percentage of overall investments. In 1998, women-led firms received only 4.1 percent of all venture capital investments. This percentage has only increased modestly over the last decade (NCRW 2009, p. 200).

In 2012, according to Dow Jones VentureSource, only 11 percent of venture capital firms funded female entrepreneurs (Fisher

Forbes' Midas List: Top Investors 2008

Rank	Name	Gender	Company
1	John Doerr	M	Kleiner Perkins Caufield & Byers
2	Michael Moritz	M	Sequoia Capital
3	Ram Shriram	M	Sherpalo
4	David Cheriton	M	Stanford University
5	Andreas von Bechtolsheim	M	Sun Microsystems
6	William Ford	M	General Atlantic LLC
7	Lawrence Sonsini	M	Wilson Sonsini Goodrich & Rosati
8	Asad Jamal	M	ePlanet Ventures
9	Ronald Conway	M	Angel investor
10	Navin Chaddha	M	Mayfield Fund

(Forbes 2008)

Top 10 Venture Capital Firms 2007

Rank	Company	Total Top Professionals	# Female	% Female
1	Maryland Technology Development Corporation	3	0	0%
2	Draper Fisher Jurvetson	10	2	20%
3	Ben Franklin Technology Partners Southeastern PA	5	1	20%
4	Innovation Works, Inc.	18	6	33%
5	New Enterprise Associates	4	0	0%
6	Ben Franklin Technology Partners of Northeastern PA	4	1	25%
7	First Round Capital	9	1	11%
8	Mohr Davidow Ventures	8	1	13%
9	Kleiner Perkins Caufield & Byers	8	3	38%
10	Domain Associates LLC	9	3	33%
10	General Catalyst Partners	11	0	0%
10	Intel Capital	4	1	25%
10	Village Ventures	9	2	22%
	TOTAL	102	21	21%

(Entrepreneur.com 2007).

2012). One explanation may be that the venture capital industry is male-dominated, small, and geographically concentrated. A

study conducted by the Diana Project mapped the U.S. venture capital industry by gender composition for 1995 and 2000.

IV. The Status of Women in Leadership in Individual Sectors

ENTREPRENEURSHIP

They found that women are extremely under-represented in the industry and are not making great strides in increasing those numbers.

Among the top investors of 2007 and 2008 — ranked by total sum invested and their overall worth — women are not represented at all.

Among the top venture capital firms, women comprised 21 percent of the top leadership in 2007.

In 2011, there was a slight decrease in the top women leaders in venture capital firms from 21 percent to 18.75 percent.

Women entrepreneurs in the technology industry are not recognized or supported by any of the top technological investors, despite the vast majority of women-owned businesses being in the technology field, according to the U.S. census.

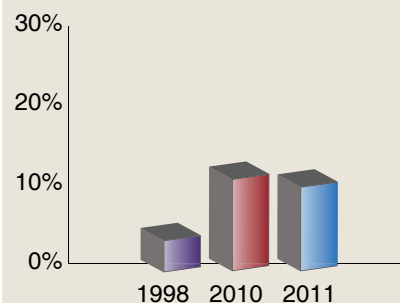
Top 10 Venture Capital Firms 2011

Rank	Name	Founder	# Senior Officers	# Women Senior Officers	% Women Senior Officers
1	Andreessen Horowitz	M	5	0	0
2	Sequoia Capital	M	5	1	20%
3	Accel	M/M	3	0	0
4	Benchmark Capital	M	4	3	75%
5	Union Square Ventures	M/M	5	0	0
6	General Catalyst Partners	M/M/M/M	5	0	0
7	NEA	M	4	2	50%
8	Kleiner Perkins	M/M/M	8	3	37.5%
9	Khosla Ventures	M	4	0	0
10	Greylock	M/M	5	0	0
	TOTAL	0	48	9	18.75%

(Schonfeld, 2011)

Facebook dominated the attention of tech investors in 2012. The much-anticipated initial public offering of Facebook could have skewed the top ten most-invested companies. With this, researchers also conducted an analysis of the top ten omitting Facebook; however, no difference was found.

Venture Capital Received by Women by Year



(Schonfeld 2011)

Forbes' Midas List: Top Tech Investors 2012

Rank	Name	Gender	Firm	The Big Deal	CEO/Founder's Gender
1	Jim Breyer	M	Accel Partners	Facebook	M
2	Marc Andreessen	M	Andreessen Horowitz	Skype	M
3	Reid Hoffman	M	Greylock Partners	LinkedIn	M
4	David Sze	M	Greylock Partners	Facebook	M
5	Peter Fenton	M	Benchmark Capital	Twitter	M
6	Josh Kopelman	M	First Round Capital	LinkedIn	M
7	Paul Madera	M	Meritech Capital Partners	Facebook	M
8	Peter Thiel	M	Founders Fund	Facebook	M
9	Kevin Efrusy	M	Accel Partners	Facebook	M
10	Jeremy Levine	M	Bessemer Venture Partners	Yelp	M

(Forbes 2012)

ENTREPRENEURSHIP

Midas List: Top Tech Investors 2012 (omitting Facebook investments)

Rank	Name	Gender	Firm	The Big Deal	CEO/Founder's Gender
1	Marc Andreessen	M	Andreessen Horowitz	Skype	M
2	Reid Hoffman	M	Greylock Partners	LinkedIn	M
3	Peter Fenton	M	Benchmark Capital	Twitter	M
4	Josh Kopelman	M	First Round Capital	LinkedIn	M
5	Jeremy Levine	M	Bessemer Venture Partners	Yelp	M
6	Todd Chaffee	M	Institutional Venture Partners	Twitter	M
7	John Doerr	M	Kleiner Perkins Caufield & Byers	Twitter	M
8	Michael Moritz	M	Sequoia Capital	Green Dot	M
9	Scott Sandell	M	New Enterprise Associates	Fusion-io	M
10	Sandy Miller	M	Institutional Venture Partners	Zynga	M

(Forbes 2012)

Researchers of this report wish to understand the qualitative implications for when women leaders influence a particular sector. In this sector, venture capitalists and angel investors have tremendous influence. In many ways, investors serve as lobbyists supporting specific “candidates” in exchange for a quantifiable return.

Because there are so few women who are even top 100 investors (0 percent) or who lead venture capital firms (18.75 percent), it is difficult to determine the impact women leaders would have on funding female entrepreneurs. The snapshot to the right captures the top women capitalists and weakly suggests that women may be more inclined to recognize capable entrepreneurs who happen to also be women. However, women are just as susceptible to gender stereotypes and biases as men, so until stereotypes and biases are recognized in society,

5 Most Powerful Female Venture Capitalists

Rank (on Midas List)	Name	Firm	The Big Deal	Founder's Gender
42	Mary Meeker	Kleiner Perkins Caufield & Byers	Groupon	M
76	Ruby Lu	DCM	Dangdang	F
92	Theresia Gouw Ranzetta	Accel Partners	Imperva	M
94	Jenny Lee	GGV Capital	21Vianet	M
97	Adele Oliva	Quaker Partners	Ascent Healthcare Solutions Inc.	M

(Cassery 2012)

it is unlikely that women will hold a proportionate amount of top positions or recognize talented women across all sectors.

The amount of initial capital used to start a business positively relates to future capital assets, number of employees and, ultimately, profit. Awareness regarding lack of female venture capitalists is growing, and some

have sought to address the problem. For example, the Kauffman Institute for Venture Education specializes in educating venture capitalists. Of the 61 venture capital fellows that the Kauffman program has trained, 25 percent are women. By increasing the number of women in the decision-making positions in the venture capital industry, the likelihood that women entrepreneurs

ENTREPRENEURSHIP

will connect with venture capitalists and benefit from high potential deals are enhanced.

Industry Concentration among Women-owned Businesses

One myth continues to surface in the entrepreneurial sector that women choose small, lifestyle businesses or service industries, such as retail, massage therapy, etc. Yet, women are represented in construction, production and technology-based industries, and continue to move into those fields as quickly as they are growing (Carter *et al* 2007, p. 12).

According to two sources, women-owned businesses fell into the following industries (U.S. Census 2007; CWBR 2009):

- 20.9% Professional, scientific and technical services
- 14.4% Other
- 13.4% Retail, wholesale
- 11% Business services
- 11% Administrative, support, and waste remediation services

Only 11 percent of venture capital firms funded female entrepreneurs in 2012.

- 8.5% Health care and social assistance
- 7.7% Communication, media
- 7% Personal services
- 6.2% Financial, real estate, and insurance

Men have a similar breakdown of businesses across industries despite the misnomer that women own a majority of personal service businesses.¹⁸

Recommendations for Closing the Leadership Gap

Thousands of entrepreneurs launch businesses each year, and many do not succeed (Bhide 1996). With women being far less likely to receive venture capital investments, lead top venture capital firms, or be among the top investors, women entrepreneurs are far less likely to receive the capital investment often necessary to succeed.

The following are key recommendations by the researchers that would make a tremendous difference in the success of entrepreneurs.

Areas of Future Action

New and inexperienced business owners have difficulty locating reliable information and assistance. Yet the assumptions of many training- and technical-assistance providers frequently perpetuate discouraging biases and stereotypes, such as that women's business activities are just hobbies and/or designed to help mothers stay at home to care for their children and families. Presumptions such as these need to be recognized and countered.

Providers should focus on evidence-based practices. Good practices in promoting female entrepreneurship include:

- Provision of information (education and business opportunities)
- Support and advice on how to start or develop a business
- Education of women and women entrepreneurs
- Networking and information dissemination
- Business advice on specific industries or topics
- Physical space for women to meet

¹⁸ In addition, men and women equally owned 4.6 million "nonfarm" U.S. businesses, or 17 percent of all businesses. These firms employed 8.1 million persons (6.9 percent of total employment) and generated \$1.3 trillion in receipts (4.2 percent of all receipts) (U.S. Census 2007). In 2007, women owned 7.8 million nonfarm U.S. businesses (28.7 percent of all nonfarm businesses) operating in fifty states and the District of Columbia, an increase of 20.1 percent from 2002. These women-owned firms accounted for 28.7 percent of all nonfarm businesses in the United States. Women-owned firms employed 7.6 million persons (6.4 percent of total employment) and generated \$1.2 trillion in receipts (3.9 percent of all receipts) (U.S. Census 2007).

ENTREPRENEURSHIP

- Projects to promote and support female entrepreneurship
- Participation and cooperation with national and international networks

It is important to note that entrepreneurs who want to start their own businesses are different from those who want to expand their existing businesses. For start-ups, training is focused on developing a business plan, learning business-related language, sharpening decision-making skills, and learning systems that are crucial to setting up operations. For expanding businesses, more emphasis is needed in the areas of management, finance and business structure.

Women who want to expand their businesses need assistance in clarifying job descriptions and lines of authority, suggestions on delegating responsibility, and expert advice on establishing personnel policies which meet their value systems and allow for growth and change in the company (OECD 1990). These two types of entrepreneurs would benefit greatly from working, training and collaborating together. In general, when supporting women-owned businesses, evidence has demonstrated that it is better to be inclusive rather than exclusive.

Moreover, ways must be found to encourage investors to seek out and consider investment in women-led ventures.

Similarly, programs are needed that systematically increase women's expertise in the investment community. Investors' knowledge needs to be informed about what women entrepreneurs have accomplished instead of relying on perceptions rather than facts.

Areas of Future Research

To begin, more research needs to be conducted to determine the relationship, if any, between the gender of capital investors and the gender of business owners they support.

Additionally, researchers of this report posit that the business sector has allowed misinformed societal beliefs about women entrepreneurs and the types of businesses they presumably own to drive their conclusion that female enterprises are small, lifestyle businesses with little regard for economic growth. Research can play an important role in overcoming this erroneous conclusion. Different characteristics may better define business success with greater precision by adopting, for example, measures of performance for new enterprises.

While financial indicators, such as volume, profit and size, help to define successful entrepreneurship, they do not explain the value and impact of the business on society. The desire for economic rewards comprises only one part of an owner-operator's set of motivations, goals and aspirations.

The need for better measurement tools to evaluate success is not exclusive to entrepreneurship and includes most sectors, such as arts and entertainment, journalism, media and business. It has been argued that economic measures alone might not be appropriate in assessing the success of owner-operated small- and medium-size enterprises (SMEs). The suggested measurements for SMEs should be adapted and adopted for all entrepreneurial businesses, regardless of size, to define success with greater precision. A more holistic set of measurements are offered below and are derived from the SME model to better understand the value of entrepreneurship and the impact of entrepreneurial leaders.

An Alternative Way to Measure Entrepreneurial Success Extrinsic Rewards

- Increasing personal income
- Contributing to the economic development of the community
- Building personal and community wealth
- Achieving financial security for self and employees
- Increasing income and professional opportunities for employees

Time Flexibility and Family

- Creating flexibility for non-business activities

ENTREPRENEURSHIP

- Providing development opportunities for your family by making them part of the business

Staff Relations

- Providing security of employment for staff
- Fostering a loyal and highly satisfied staff
- Developing a highly competent and professional staff
- Encouraging staff growth, including promotions and competitive salary scales
- Ensuring globally competitive skill development

Quality and Customer Relations

- Providing high quality products and services
- Building a reputation for quality
- Contributing intellectually and productively to the U.S.

Independence

- Defining one's own corporate culture
- Making business decisions and taking selected risks

Intrinsic Rewards

- Developing a greater sense of self and community

- Believing one is making a difference in one's own life and in the lives of others

The challenges in measuring such objectives include cost and time in conducting data compilation. It is much easier and more time efficient for researchers to compile data on financial growth and size, which can be obtained in census data, as opposed to interviewing and/or surveying entrepreneurs. Despite these challenges, a more comprehensive survey instrument that incorporates the characteristics above will inform business practices and models of success.

ENTREPRENEURSHIP

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IV. The Status of Women in Leadership in Individual Sectors

ENTREPRENEURSHIP

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V. The Status of Women

in Leadership in Individual Sectors

JOURNALISM AND MEDIA

Those who determine the content and delivery of the news have an enormous and powerful influence on the American public. From producers and publishers to the highly visible hosts of cable news programs, the decision-makers in journalism and media shape both the messages we receive and the opinions we form. While media spurs public debate and often affects our culture, journalism informs the public on current news topics and directly influences politics and policy. How this sector shapes and informs our society is changing very rapidly from print to mobile devices and social media.

The line between journalism and media is blurring more and more and is, at times, indistinguishable. For the purposes of this report, however, researchers found it essential to attempt to distinguish between the two.

In 2009, *Forbes* magazine rated top influential women in media, and three of the top five—Oprah Winfrey, Ellen DeGeneres and Tyra Banks—reached noteworthy levels of influence through syndicated television programs designed to entertain and, at times, raise awareness about various topics, such as the humane treatment of animals, weight loss, and strategies for relationship and parental success. While the “star” or celebrity power of the top influential women is noteworthy, it is unclear how much influence media celebrities have on American discourse, particularly on

topics such as business, diplomacy, public policy and politics.

Whereas biases, opinions and stereotypes abound with journalists, their role in reporting on topics such as crime, business, international relations and politics, is more clearly defined than that of media professionals. Journalism professionals are expected to be accurate when reporting news or information. Media professionals may indirectly or directly report on influential topics. At the same time, they often have competing purposes, such as entertainment or shock-jockeying, which can make accuracy less of a program priority. In both arenas, the concern exists that stereotypes, biases and opinions can be perceived as facts. These stereotypes and biases often influence social perception of

Women comprise 23.3 percent of leaders in journalism and media.

gender, which gets played out in the workplace and family, as many scholars have pointed out for decades.

In the past, journalism professionals may have been universally regarded as greater authorities and experts than media personalities, though it is unclear to the researchers of this report whether this high regard still persists. If it does, the results comparing women to men are even more alarming and distinguishing journalism from media more noteworthy.

Overall women are much better represented in media and social

JOURNALISM AND MEDIA

media than in journalism. Nonetheless, women's voices are crucial in both arenas. Data in this chapter illustrates that entrepreneurial women have greater opportunities to advance professionally through social media.

To determine the visibility and influence of women in journalism and media, the researchers focused primarily on anchors and reporters, because their names and faces are the most visible. Although the extent of their influence cannot be fully accessed in this report, it is possible to determine which reporters receive the most airtime, and therefore, the most opportunity to influence viewers. When determining their visibility, this report focuses primarily on evening news and Sunday morning news shows. Although daily morning news programs cannot be classified solely as journalism, since they tend to blend journalism, media, and entertainment, they — and their female hosts — are influential. Therefore, their presence in this report is captured in the lists of anchors and correspondents among the different networks.¹⁹

The importance of this section cannot and should not be underestimated, because public consumption of journalism and media is widespread and greatly influences public opinion.

While behind-the-scenes decision-makers hold enormous sway, the power of visibility

Females as CEOs & Board Members at the Top 10 Journalism & Media Companies

Company	CEO's Gender	# Board Members	Board Chair's Gender	# Female Board Members	% Female
Time Warner Inc.	Male	11	Male	2	18%
Walt Disney Company	Male	10*	Male	4	40%
Viacom Inc.	Male	11	Male	2	18%
News Corporation	Male	16	Male	2	13%
CBS Corporation	Male	14	Male	2	14%
Cox Enterprises	Male	10	Male	2	20%
NBC Universal	Male	4	Male	0	0
Gannett Company, Inc.	Female	10*	Female	3	30%
Clear Channel Communications Inc.	Male	12	Male	0	0
Advance Publications, Inc.	Male	2	Male	0	0
Average Percent of Women					15.3%

(Mondo Times 2012)

*These companies appear to have the most diverse boards among the top media companies.

cannot be overemphasized. Presumably, when women achieve greater acceptance as visible figures of authority and expertise in society, they will also attain more leadership roles across all sectors. Prime-time news network anchors, such as Katie Couric and Diane Sawyer, and cable news anchors, such as Christiane Amanpour, will pave the way for greater visibility for women as vested experts.

Within the various industries of this sector, women's leadership varies greatly from the lowest at 7.5 percent in radio to the highest at 55 percent in social

media. Women as leaders averaged 21.6 percent in television journalism, 43.2 percent in the magazine industry, 19.2 percent in print newspapers, and 13.1 percent as top media executives. When all industries are averaged, women comprise 23.3 percent of leaders in journalism and media. Their high representation in social media increased women's overall percentage of leaders tremendously. When just positional leadership is considered, however, women's representation has declined since the 2008 edition of this report.

¹⁹ It is important to note that during the writing of this report, Ann Curry, a woman of color, was replaced by Savanna Guthrie as the co-host of the Today Show.

JOURNALISM AND MEDIA

Women in Journalism: Current Levels of Leadership

Among the top five most influential women, *Forbes* magazine included two journalists: Diane Sawyer and Barbara Walters. The familiarity of these names to the average American and their collective influence and success might suggest that the field is remarkably open to women. Yet, despite the visibility of these two, and that most college journalism majors since 1977 have been female, women overall are underrepresented in leadership positions within journalism.

This poor representation extends into the highly visible and executive positions. The top media and journalism companies of 2012 reflect female chief executive officers and board leaders in 13.1 percent of the positions.

The Walt Disney Company maintains the highest percentage of women board members, and also has the most diverse board of any of the top media companies, along with Gannett Company, Inc. However, a number of boards have lost females in recent years, including the New York Times Company, Hearst Corporation, McGraw Hill, and Cox Enterprises.

Newspaper Journalism

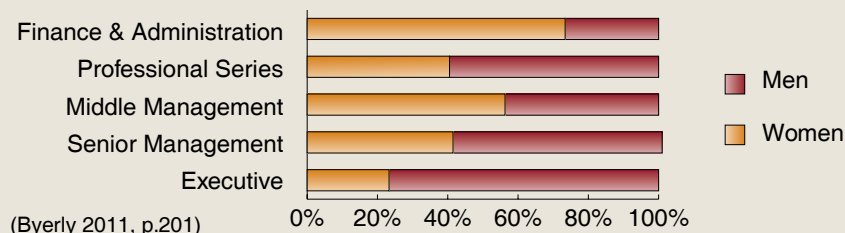
In 2011–2012, women comprised an estimated 19.2 percent of leadership positions in newspaper journalism. More specifically, women comprised

23.3 percent of top-level management positions, which include publisher, CEO, director general (DG), and CFO (ASNE 2012). Of the 25 largest daily newspapers in the U.S., only one female publisher is listed (4 percent), Katharine Weymouth of the *Washington Post* (Lulofs 2012), along with four female editors-in-chief (16 percent): Jill Abramson of *The New York*

Of the 25 largest daily newspapers in the U.S., only one publisher is female.

Times; Debbie Henley of *Newsday*; Nancy Barnes of *The Star Tribune*, and Debra Adams Simmons of *The Cleveland Plain Dealer* (Lulofs 2012).²⁰

Percent of Women by Occupational Level in U.S. News Companies 2011



Top 10 Daily Print Newspapers in U.S. 2012

Newspaper	Print Circulation (as of 9/30/2012)	Editor*	Publisher*
USA Today	1,627,526	David Callaway	Larry Kramer
Wall Street Journal	1,499,204	Gerard Baker	Lex Fenwick
New York Times	717,513	Andrew Rosenthal	Arthur O. Sulzberger, Jr.
Los Angeles Times	454,498	David Maharaj	Eddy Hartenstein
Washington Post	434,693	Martin Baron	Katharine Weymouth
Chicago Tribune	388,848	Gerould W. Kern	Tony Hunter
New York Daily News	383,835	Kevin Convey	Mortimer B. Zuckerman
New York Post	344,755	Col Allan	Paul Carlucci
Newsday	278,369	Debby Krenek	Fred Groser
Arizona Republic	274,783	Nicole Carroll	John Zidich
		80% Male 20% Female	90% Male 10% Female

(ABC 2012)

* Specific information compiled from each company's website.

²⁰ When the top 100 newspapers are evaluated, women are better represented. Among the editorial page editors of the 100 top-performing newspapers, 30 are female (Easymedialists 2012).

JOURNALISM AND MEDIA

Among the ten most visited websites, women own 10 percent, thus possessing the second-largest market share.²¹

No woman owns any of the most visited news and media websites, although Yahoo! hired a female CEO in 2012, Marissa Mayer, who has acquired the highest portion of the market.²²

Only 4 women serve as editors-in-chief on the 25 largest daily newspapers in the U.S.

Television

Women lost significant ground in television news programming in 2011-2012, making TV the journalist sector with the lowest representation of women. Despite women filling approximately 40 percent of the workforce in network television, they comprise just 23.9 percent of all top leadership positions.

Women account for 28 percent of all news directors (Papper 2011, p. 6) and constitute 16.5 percent of general managers at network affiliates and independent stations (Catalyst 2012, p. 3). Women comprise 15.8 percent of general managers, a 25-point negative representational spread, meaning they are underrepresented at an average rate of 25

Top 10 Visited U.S. Print Media Websites (April 2012)

Site	% of Audience	Owner
The New York Times	3.61	New York Times Company
USA Today	3.48	Gannett Company (woman-owned)
People Magazine	2.59	Time Warner
The Washington Post	1.93	The Washington Post company
Sports Illustrated	1.53	Time Warner
Daily Mail	1.47	Daily Mail General Trust (UK)
TV Guide.com	1.17	OpenGate Capital
The Wall Street Journal	1.03	News Corporation
NY Post.com	.94	News Corporation
US Weekly	.79	Wenner Media

(Marketing Charts 2012)

Top 10 News & Current Events Sites* (March 2010)

Site	Audience	Owner
Yahoo News	40,205	Yahoo!
CNN Digital Network	38,735	Time Warner
MSNBC Digital Network	33,786	NBC Universal
AOL News	22,581	Time Warner
ABC News Digital Network	16,069	Walt Disney Company
Tribune Newspapers	16,145	Tribune Company
Fox News Digital Network	17,004	News Corporation
NYTimes.com	16,480	NY Times Company
Google News	13,303	Google/Male
HuffingtonPost.com	13,069	formerly Arianna Huffington / now AOL

(Marketing Charts 2010)

*Combines web-only, print and network television sites.

percent. People of color, which includes both men and women, are underrepresented at an average rate of 12 percent. White

²¹ On any given day, 50 percent of men compared to 39 percent of women receive news on digital platforms, such as the Internet and mobile technology. Men are more likely to get news by cellphone, email, RSS feeds or podcasts than are women. But men and women are equally likely to get news through Twitter or social networking sites (Pew Research Center 2010, p. 11).

²² Ms. Mayer is in the middle of a firestorm around her recent decision to prohibit telecommuting starting April 2013. Many claim this adversely affects the women of Yahoo! primarily. Because Ms. Mayer is a female, her decision has garnered much media attention.

JOURNALISM AND MEDIA

males continue to be overrepresented with a disproportionate positive spread.

The percentage of women varies slightly by market size. This variation is unexplained in the current literature. In a 2010 survey, the smallest markets had 3 percent more women than the biggest markets. In 2011, that grew to 5.6 percent. The representation of gender was not contingent upon network affiliation (Papper 2011, p. 6). All networks decreased their percentage of women, except for the Cable News Network (CNN). Conversely, women of color experienced a representational increase in all networks, except for ABC and CNN. Overall, women made up 21.3 percent of all behind-the-scenes leadership in 2011, and comprised roughly 60 percent of newsroom staff (ASNE 2012b).

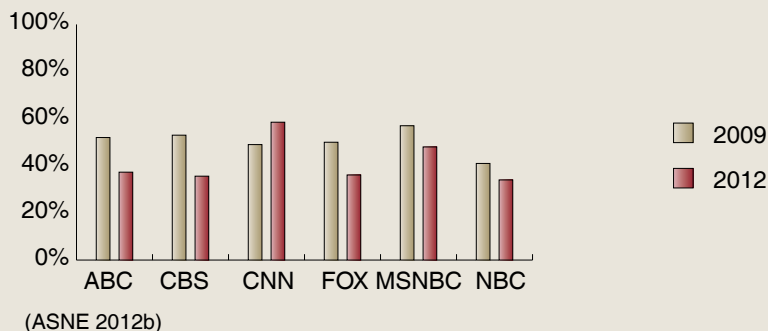
In 2012, minority women comprised 5.6 percent of the total leaders of color (ASNE 2012a). Women of color were not as well represented compared to men of color in 2011-2012.

In 2012, only one woman, Nancy Cordes, was in the top ten reporters (10 percent), a 20-percent decrease from 2009 when there were three women: Andrea Mitchell, Betsey Bazell and Nancy Cordes. In the top twenty reporters, five (25 percent) were women. No women of color are present, and there are two men of color in the top twenty in 2012 (ASNE 2012b).

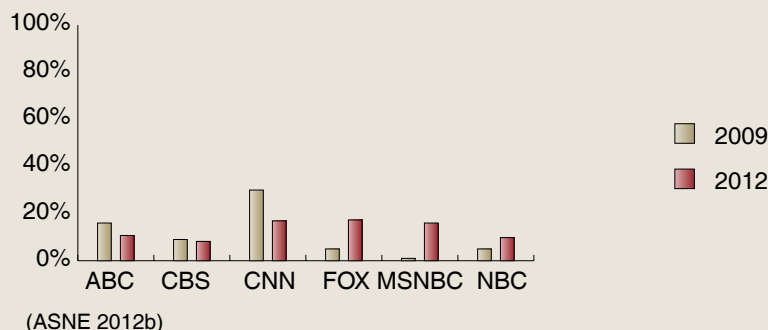
Percentage of Women in Leadership among the Network Affiliates



Percentage of Women across Networks



Percentage of Women of Color across Networks



Compared to 2009, top news anchors remained relatively consistent. In 2010, Candy Crowley succeeded CNN's "State of the Union" host John King, but CNN executives cut the program from four hours to one. Christiane Amanpour hosted "This Week" from August 2010 to December 2011, when she was

replaced by former host George Stephanopoulos.

Women fill 40% of the network TV workforce, but comprise just 24% of top leadership positions.

JOURNALISM AND MEDIA

Journalists on Sunday Morning News

Sunday morning news programs are among the top-rated and most-watched weekly programming. They often provide exposure for politicians, cover domestic and international affairs, and review the top news stories of the week. To determine the visibility of women on these programs, researchers collected the names and frequency of nationally syndicated expert guests and journalists to determine how often women appeared compared to men. Such programs consisted of 4,510 guests, 1,049 of whom were women, or 23 percent.

Among the top ten guests in 2011, 10 percent of singular guests on Sunday morning talk shows were women, who were better represented in roundtables at 30 percent (American University's Women & Politics Institute 2012).²³ On average, women comprised 20 percent of Sunday morning guests in 2011. Only one (10 percent) of the top ten most frequent guests was female: Hilary Clinton.

Among roundtable guests, three (30 percent) of the top ten most frequently used roundtable guests were female.

Top 10 Most Visible Reporters on the Evening News in 2012 (Anchors Excluded)

Reporter	Minutes	Assignment	Network
1. David Muir	343	Domestic	ABC
2. Jake Tappe	283	White House	ABC
3. Richard Engel	246	Foreign	NBC
4. Nancy Cordes	226	White House	NBC
5. Chuck Todd	226	Capitol Hill	CBS
6. Jim Avila	211	Domestic	ABC
7. Jonathan Karl	205	Capitol Hill/Campaign	ABC
8. Tom Costello	201	D.C. Bureau	NBC
9. Anthony Mason	198	Economy	CBS
10. David Martin	193	Pentagon	CBS

(ASNE 2012b)

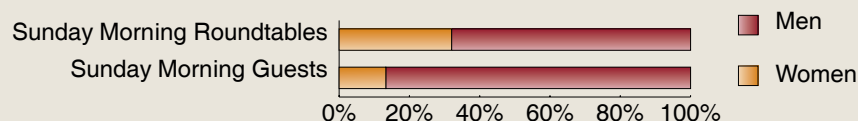
Women Anchors & Correspondents on Network News 2011

Network	# Anchors/Correspondents	# Male	# Female	% Female	Women of Color	% Women of Color
ABC	75	47	28	37.3	8	10.7
CBS	73	47	26	35.6	6	8.2
CNN	65	27	38	58.5	11	16.9
FOX	144	92	52	36.1	9	17.3
MSNBC	25	13	12	48	4	16
NBC	41	27	14	34	4	9.8
Total Average				41.58%		13.15%

(Tyndall Report 2011)

*Specific information compiled from each network's website)

Sunday Morning News Guests by Gender 2011



(Compiled from the archives of each network))

²³ Among the top 15 most employed Sunday morning news journalists from January 2009 to April 2012, 3 were women or 20 percent. Among the 1,049 female guests, networks hosted the 3 female journalists a minimum of 18 times and no more than 36 times. Networks hosted the top male journalist 139 times. When all expert guests, excluding 2012 presidential candidates, are compared, 4 of the top 25 guests were women, or 16 percent. When comparing 2011 to 2012 figures, women have experienced a six-point decrease thus far.

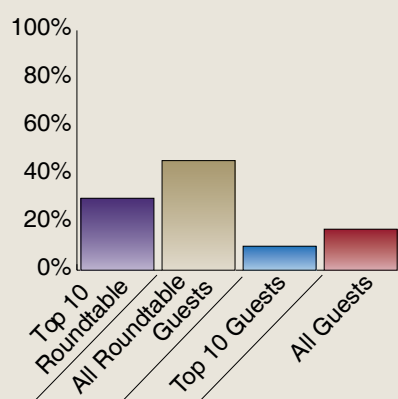
JOURNALISM AND MEDIA

Journalism and Media Industry Distinctions

Evaluating Pulitzer Prize winners is another way to measure top journalists in the industry. Overall, women comprise 33.3 percent of all Pulitzer Prize winners.

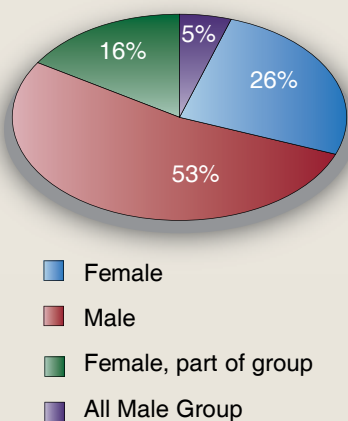
Among the ten highest paid journalists, just two were women. However, Dr. Arianna Huffington, who is also a media mogul, is somewhat of an enigma — the

Percent of Female Experts on Sunday Morning Shows



(Compiled from the archives of each network)

Comparison of Male and Female Pulitzer Prize Winners 2011



(The Pulitzer Prizes 2012)

Top 10 Most Frequent Guests on Sunday Morning Talk Shows in 2011*

Rank	# Appearances	Name	Gender	Position
1	53	Mitch McConnell	M	Senator (R-KY)
2	52	David Axelrod	M	Political Consultant
3	49	John McCain	M	Senator (R-AZ)
4	49	Lindsey Graham	M	Senator (R-SC)
5	36	Dick Durbin	M	Senator (D-IL)
6	34	Jon Kyl	M	Senator (R-AZ)
7	30	Chuck Schumer	M	Senator (D-NY)
8	30	Hillary Clinton	F	Secretary of State
9	26	Paul Ryan	M	Representative (R-WI)
10	24	Robert Gibbs	M	Former White House Press Secretary
Total			10%	

(Compiled from the archives of each network)

*Excluding presidential candidates.

Top 10 Most Frequent Guests on Roundtables

Rank	# Appearances	Name	Gender	Position
1	139	George Will	M	Journalist
2	130	Bill Kristol	M	Journalist
3	127	Juan Williams	M	Author/Journalist
4	94	Mara Liasson	F	Journalist/ political pundit
5	72	Brit Hume	M	Political commentator/ journalist
6	49	Donna Shalala	F	Former Secretary of Health and Human Services
7	40	David Brooks	M	Political and cultural commentator
8	36	Cokie Roberts	F	Journalist/ Author
9	34	Matthew Dowd	M	Political consultant
10	31	Ed Gillespie	M	Political strategist, senior advisor to Mitt Romney
Total % Women			30%	

(Compiled from the archives of each network)

JOURNALISM AND MEDIA

“Oprah Winfrey” of journalism — and should not be compared to other journalists who do not own media and journalism companies. Clearly top female journalists earn a fraction of what men earn.

Radio Media

Women continue to lose ground in radio media, comprising just 7.5 percent of national leadership roles in 2011. This percentage includes top radio hosts and behind-the-scenes leadership, and is significantly disproportionate to the overall workforce.

Women comprise 25 percent of the workforce in both national and local broadcasts, down from 30 percent from 2007–2008 (Papper 2011, p. 7). A similar decline exists in television.

Across local small, medium, and major markets, women’s representation varies. In major market stations, women make up 36.6 percent of the workforce. However, in the medium market, women make up only 11.2

percent of the workforce and 11.7 percent in the small market (Papper 2011, p. 7).

Interestingly, women are better represented in national radio broadcasting’s four markets: small, medium, large, and major. In national broadcast news, women comprise 31.9 percent of the staff across all markets on average, and people of color make up 16.5 percent of the staff.

Leadership in Radio Broadcasting

In 2011 national broadcasting, women accounted for an average of 14.4 percent of behind-the-scenes leadership roles. People of color, which includes men, accounted for an average

Pulitzer Prize Winners 2011

Name	Publication
Paige St. John	Sarasota Herald-Tribune
Mark Johnson, Kathleen Gallagher , Gary Porter, Lou Saldivar, Alison Sherwood	Milwaukee Journal Sentinel
Frank Main, Mark Konkol, John Kim	Chicago Sun-Times
Jesse Eisinger and Jake Bernstein	ProPublica
Clifford J. Levy and Ellen Barry	The New York Times
Amy Ellis Nutt	The Star-Ledger, Newark NJ
David Leonhardt	The New York Times
Sebastian Smee	The Boston Globe
Joseph Rago	The Wall Street Journal
Mike Keefe	The Denver Post
Carol Guzy, Nikki Kahn, Ricky Carioti	The Washington Post
Barbara Davidson	Los Angeles Times
Jennifer Egan	“A Visit From the Goon Squad”
Bruce Norris	“Clybourne Park”
Kay Ryan	“The Best of It: New and Selected Poems”
Eric Foner	“The Fiery Trial: Abraham Lincoln and American Slavery”
Ron Chernow	“Washington: A Life”
Siddhartha Mukherjee	“The Emperor of All Maladies: A Biography of Cancer”
Zhou Long	“Madame White Snake”
Total Awards: 19 Total Recipients: 30	33.3% Women

(Pulitzer Prizes 2012)

Ten Highest Paid Journalists 2010

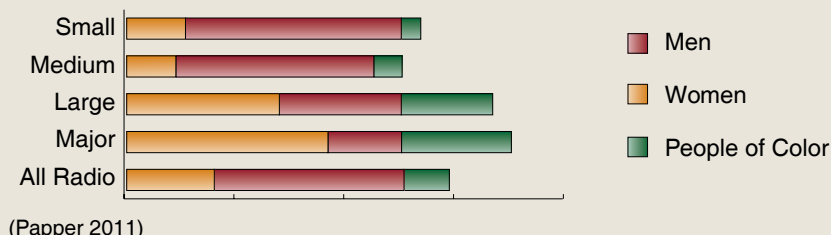
Journalists	Earnings (Millions)
Arianna Huffington	\$5
Thomas Friedman	\$2
Jon Meacham	\$2
Charlie Cook	\$1.5
David Remnick	\$1.3
Roland Martin	\$1.1
Tina Brown	\$1
Richard Stengel	\$1
Paul Krugman	\$900,000

(The Daily Beast 2010)

In radio, women comprise just 7.5% of national leadership roles.

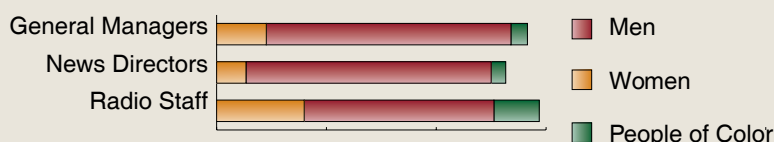
JOURNALISM AND MEDIA

Percentage of News Staff in National Radio Broadcasting Markets 2011



(Papper 2011)

Leadership in Radio Broadcasting



(Papper 2011; ASNE 2012)

of 6 percent (Papper 2011, pp. 5, 8). Since 2005, the percentage of men of color has increased slightly, the percentage of women of color has remained stagnant, and white women's leadership has decreased (ASNE 2012b). Women general managers have maintained their 2009

representation and continue to account for 18.1 percent in radio (Papper 2011, p. 7). Women news directors in radio are now at 10.7 percent — the lowest percentage in 17 years.

While 69 percent of white males make up all radio staff, nearly

90 percent comprise leadership roles. There has virtually been no positive or negative change in white male leadership over the last decade, and in particular, since 2008. People of color, in particular men, have experienced incremental increases in both staff and leadership roles over the last decade, and have begun to close the leadership gap. In 2011, people of color were underrepresented by 10 percent, while women experienced the greatest gap at 16 percent.

Women are poorly represented among the top ten talk radio hosts and among the highest earners. The only woman, Dr. Laura Ingraham, was consistently represented with a top percentage of weekly listeners *and* is among the highest paid hosts. The relationship between the “performance” of the female host and her compensation cor-

Top 10 Talk Radio Hosts (Weekly Listeners in Millions)

Radio Host	Ideology	2012 Listeners	2008 Listeners	2006 Listeners	2003 Listeners
Rush Limbaugh	Conservative	15+	14.25	13.5	14.50
Sean Hannity	Conservative	14+	13.25	12.5	11.74
Michael Savage	Conservative	9+	8.25	8.25	7.0
Glen Beck	Conservative	8.5+	6.75	3	--
Mark Levin	Conservative	8.5+	5.50	1.0	--
Dave Ramsey	Financial Advice	8.5+	4.50	2.75	--
Neal Boortz	Conservative	6+	4.25	3.75	2.50
Laura Ingraham	Conservative	6+	5.50	5.0	1.25
Jim Bohannon	Moderate Conservative	3.75+	3.25	--	--
Jerry Doyle	Independent Libertarian	3.75+	3	--	--
Mike Gallagher	Conservative	3.75+	3.75+	--	--
Michael Medved	Conservative	3.75+	3.75+	--	--
Doug Stephan	Entertainment	3.75+	3.25	--	--

(Talkers 2011)

JOURNALISM AND MEDIA

Top Earning Media Personalities 2011

Media Personalities	Earnings (in Millions)
Rush Limbaugh	\$58.7
Sean Hannity	\$22
Glen Beck	\$33
Bill O'Reilly	\$20
Jon Stewart	\$15
Don Imus	\$11
Keith Olberman	\$7.50
Laura Ingraham	\$7
Stephen Colbert	\$5
Mark Levin	\$5
Chris Matthews	\$4.5

(Forbes 2012)

related, unlike what researchers found in other industries, such as film and television entertainment.

Only one woman sits among the top ten media personalities, reflecting an overall decrease since 2008.

Magazines: Media and Journalism Combined

In 2008, editorial staffs included women in large numbers, averaging over 40 percent. One reason for this strong presence is the existence of the so-called “seven sister” magazines — mass-market publications developed more than 50 years ago for the women’s market. Despite women’s magazines having the highest circulation, the pay and leadership gaps between men and women persist. This section examines that pay gap by analyzing the most trusted magazines, the national magazine awards, and the magazines with

the highest circulation.

A strong female presence in the magazine industry continued in 2011–2012. Women leaders in the top magazine industry averaged 63.33 percent. This percentage includes the top leaders

of the ten largest magazines by circulation. In the industry distinction of being named a most trusted media, female editors-in-chief claim seven of the top ten spots, or 70 percent (Simmons 2009). The most trusted title impacts a magazine’s circulation,

Most Trustworthy Media Among Adults by Gender

All Adults: Trustworthy	All Men: Trustworthy	All Women: Trustworthy
Consumer Reports	First for Women	Smithsonian
Smithsonian	Consumer Reports	Consumer Reports
National Geographic	Smithsonian	National Geographic
ConsumerReports.Org	Logo (any program)	Ebony
Parenting	Discovery Health (any program)	ConsumerReports.Org
Epicurious.com	ConsumerReports.Org	Jet
RachelRay.com	PBS (any program)	Epicurious.com
Ebony	The American Legion	Parenting
The American Legion	National Geographic	RachelRay.com
Discovery Health (any program)	American Rifleman	Reader’s Digest

(Experian Simmons 2013)

Top Leadership Positions in 10 Largest Circulated Magazines 2011

Magazine	Editor-in-Chief	Creative Editor/Director	Managing Editor / Deputy Editor
AARP Mag	Female	Female	Male
AARP Bulletin	Male	Female	Male
Costco Connections	Male	N/A	Female
Better Homes and Gardens	Female	Female	Female
Game Informer	Male	Male	Male
Reader’s Digest	Female	Male	Female
National Geographic	Male	Male	Female
Good Housekeeping	Female	Female	Female
Women’s Day	Female	Female	Female
Family Circle	Female	Female	Female
Percentage of Women in Leadership	60%	60%	70%

(Pew 2011)

JOURNALISM AND MEDIA

Top 100 Circulated Magazines 2011

Readership	% top magazines by readership
Women	47%
Men	18%
Both	35%

(Kantor 2011)

reputation, quality and revenue. This percentage is very high and will significantly impact the female's overall representation in magazines.

In 2011, 16 of the top 25 magazines by circulation boast female CEOs or editors-in-chief, or 64 percent (Pew 2011). When examining the largest top ten magazines by circulation, women comprise 63.33 percent of the top leadership.

Magazine Industry Distinctions

Twenty females (23 percent) and 67 males (77 percent) won national magazine awards in 2012 (ASME 2012). When researchers of this report examined each award category individually, they uncovered two inherent biases in the selection process. Men's magazines are not recognized as a distinct category, yet women's magazines are. For example, two of the five nominees for magazine of the year specifically targeted a male audience, and all five nominees for active and special interest also targeted a male audience.

On average women comprise 25 percent of the industries

Gender Pay Gap in Magazine Industry 2012

Leadership Position	Female	Male
Editorial Director	\$77,600	\$89,800
Editor/Executive Editor	\$56,400	\$75,500
Managing Editor/Senior Editor	\$51,400	\$58,400

(Catalyst 2012, p. 2)

distinguished leaders. This is much lower than the overall percent of female positional leaders in this industry, and is the only industry where women are disproportionately underrepresented in industry distinctions despite the large representation as national leaders.

Magazine Salaries

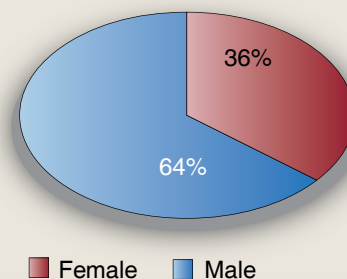
The pay gap between men and women averages approximately \$12,350 per year or 17 percent in each of the leadership roles. The highest gap in pay exists in the editor and executive editor positions, where women earn 25.2 percent less than men. Despite female leaders outnumbering males in this industry, they still lag in pay.

Blogging and Social Media

Any discussion of media must include blogging and social media. Though success is difficult to track and quantify with any certainty, women have found success in these unrestricted social

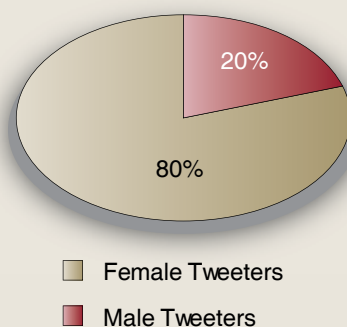
media outlets and in blogging. The fast-changing world of media websites, blogs, YouTube and Twitter makes it particularly difficult to evaluate consistent measurements. Yet it is clear that just as the Internet is transforming print and radio journalism, social media is radically reshaping the role of women in the media.

Top 25 Most Influential/Popular Bloggers



(Shaghnessy 2012)

Top 10 Most Followed Twitter Accounts



(Twitaholic 2012)

Despite female leaders outnumbering males in this industry, they still lag in pay.

JOURNALISM AND MEDIA

National Magazine Award Nominees & Winners by Gender 2012

Award Category	Winner	Gender Of Winner	Gender Breakdown Of Nominees	Notes
Magazine of the Year	Time	Male Editor-in-Chief	0 females; 5 males*	2 of the 5 nominees are male-focused magazines
General Excellence	Bloomberg Businessweek	Male Editor-in-Chief	0 females; 5 males*	
Women's Magazines	O, The Oprah Magazine	Female Editor-in-Chief	5 females; 0 males	
Lifestyle Magazines	House Beautiful	Male Editor-in-Chief	1 female; 4 males	
Active- and Special-Interest	INC.	Male Editor-in-Chief	0 females; 5 males*	All 5 nominees are male-focused magazines.
Thought-Leader	IEEE Spectrum	Male Editor-in-Chief	1 female; 4 males	
Design	GQ	Male	0 females; 5 males*	
Photography	Vogue	Male (Stephen Klein)	0 female; 5 males*	
News and Documentary Photography	Harper's Magazine for "Juvenile Injustice"	Male (Richard Ross)	1 female; 4 males	
Feature Photography	The New York Times Magazine for "Vamps, Crooks & Killers"	Female (Alex Pragger)	1 female; 3 males	
Service	Glamour for "The Secret That Kills Four Women a Day"	Female (Liz Brody)	3 females; 1 male; 1 without a byline	
Leisure Interests	Saveur for "Italian American"	Male (John Mirani)	2 females; 3 males	
Public Interest	The New Yorker for "The Invisible Army"	Female (Sarah Stillman)	4 females; 1 male	
Reporting	The New Yorker for "The Apostate"	Male (Lawrence Wright)	0 females; 5 males*	
Feature Writing	Esquire for "Heavenly Father!"	Male (Luke Dittrich)	0 females; 5 males*	
Profile Writing	D Magazine for "He Is Anonymous"	Male (Tim Roberts)	0 females; 5 males*	
Essays and Criticism	New York for "Paper Tigers"	Male (Wesley Yang)	0 female; 5 males*	
Columns & Commentary	Vanity Fair	Male (Christopher Hitchens)	0 female; 5 males*	
Fiction	Zoetrope: All-Story for "The Hox River Window"	Female (Karen Russell)	3 females; 2 males	
Total Percentage of Women			23%	

(American Society of Magazine Editors 2012)

JOURNALISM AND MEDIA

Blogging requires an inclination, audience and a Internet connection. In its early days, bloggers were overwhelmingly white and male. Now, women in social media comprise 55 percent of the most popular and/or “followed” blog sites. Women do not enjoy this level of representation in any other sector, including print and radio.

Perhaps most noteworthy in social media is the lack of any establishment that guards content or visibility, which could alleviate more common stereotypes or biases that block women’s progression elsewhere. To illustrate, according to *Forbes* magazine, three out of the top ten social media influencers are women, or 30 percent (Shaughnessy 2012). *Forbes* ranked the social media influencers by the number of “social pulls” gathered by each blogger, a similar method employed by other sources.

On Twitter, celebrities would naturally elicit the most followers because of name recognition and multi-media exposure. Yet even among the top ten most followed accounts (all celebrities), women comprise 80 percent (Twitaholic 2012).

When women (who are not celebrities with multi-media exposure) blog, they attract an audience almost double that of men.

Top 25 Most Followed People on Twitter 2011-2012

Name	Gender
Lady Gaga	Female
Justin Bieber	Male
Katy Perry	Female
Rihanna	Female
Britney Spears	Female
Barack Obama	Male
Shakira	Female
Taylor Swift	Female
Kim Kardashian	Female
Nicki Minaj	Female
Oprah Winfrey	Female
Justin Timberlake	Male
Ellen DeGeneres	Female
Selena Gomez	Female
Kaka	Male
Eminem	Male
Ashton Kutcher	Male
Cristiano Ronaldo	Male
Chris Brown	Male
Bruno Mars	Male
Snoop Dogg	Male
Pink	Female
Jennifer Lopez	Female
Alicia Keys	Female
Jim Carrey	Male
% Female	14 Females of the Top 25 (56%) 8 Females of the Top 10 80%

(Twitaholic 2012)

Most Popular/Influential Bloggers

Social Media -Blogs	Top 25 Most Influential/ Popular Bloggers
Chris Brogan	Male
Ann Handley	Female
Guy Kawasaki	Male
Gary Vaynerchuk	Male
Scott Stratten	Male
Robert Scoble	Male
Glen Gilmore	Male
Liz Strauss	Female
Jason Falls	Male
Mari Smith	Female
Scott Monty	Male
Renee Blodgett	Female
Pam Moore	Female
Jeff Bullas	Male
Paul Barron	Male
Ted Coine	Male
Brian Solis	Male
Chris Voss	Male
Eve Mayer Orsburn	Female
Susan Cooper	Female
Lori Ruff	Female
Jay Oatway	Male
Jeremiah Owyang	Male
Kim Garst	Female
Mike O’Neil	Male
Total Females	In the top 10 = 3 (30%) In the top 25 = 9 (36%)

(Shaughnessy 2012)

Women author 36% of the most popular blog sites.

JOURNALISM AND MEDIA

Recommendations for Closing the Leadership Gap

- High-performing women are not compensated at the same rate as lower-performing men. This is a common finding in this report.
- Women occupy more behind-the-scenes positions — another common finding of this report. Arguably greater gender biases exist in positions that are much more visible to the public.
- Women are performing at high levels and yet their positions (and compensation) do not match their performance.

Areas of Future Research

- One of the more persistent challenges of this report, in general, is that each industry is relatively unique in the types of leadership positions, industry recognition, and how each industry defines its top performers. Researchers were careful to ensure that each industry is captured by its own unique set of characteristics. Future researchers should attempt to review and measure performance while limiting extenuated variables.
- An area of future research may also include an assessment of top performers at local levels. This may be particularly useful in the journalism and media sector where local professionals have high visibility and influence, since much of the population receives local news and information. In assessing these top performers, additional recommendations may reveal themselves.

From these findings emerge both a practical recommendation and a future area of research. Women are not equally compensated for their performance. Therefore, women employed in this sector should negotiate based on their past, current and future performance. The reason behind this lack of compensation for earned performance is unclear but of considerable concern. Many presumptively conclude that women fail to ask for more or negotiate higher salaries, which may be true in lower level manager positions. Researchers of this report reject the notion that women with national profiles and who are household names would not think to or hesitate to negotiate for higher salaries. A study should be conducted to determine how top performing women across all sectors arrived at salary negotiations and with whom they negotiated.

JOURNALISM AND MEDIA

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X. The Status of Women

in Leadership in Individual Sectors

K-12 EDUCATION

Women dominate primary and secondary education (K-12). In 2007–2008, 76 percent of public school teachers were female, 44 percent were under the age of 40, and 52 percent had a master’s degree or higher (Snyder and Dillow 2011, p. 59). Among private schools, females comprise 74 percent of teachers, 39 percent were under age 40, and 38 percent had a master’s degree or higher” (Snyder and Dillow 2011, p. 61).

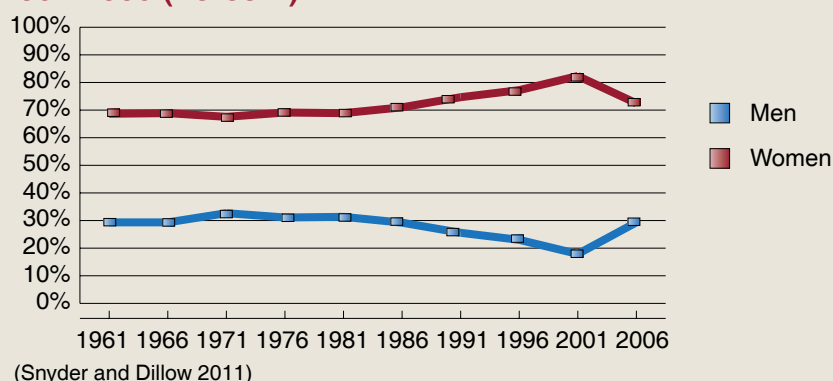
Often the erroneous assumption is that women also make up the majority of K-12 leadership — a logical conclusion, since women occupy the vast majority of the sector. Yet, approximately 44 percent of women comprise public school principal positions on average (Snyder and Dillow 2011, p. 61). As the leadership positions rise in stature and power, the number of women leaders declines.

Since 1961, the percentage of male and female teachers has remained relatively constant. Women have outnumbered men by 70 percent to 30 percent. When just secondary schools are examined, the difference between male and female teachers is not as great. In fact, the percentage of men exceeds the percentage of women in

“Although women educators have predominated in numbers, if not authority, in all formal education systems of the Western world, their contributions have received scant attention in the history, sociology, or philosophy of education.”

— Patricia Anne Schmuck (*Women Educators Employees of Schools in Western Countries*)

Gender Distribution of Public School Teachers 1961-2006 (Percent)



certain teaching professions, such as physical education and social studies. More women

teach mathematics and science than men (Snyder and Dillow 2011, p. 62).²⁴

²⁴ In public schools, the number of pupils per teacher — that is, the pupil/teacher ratio — declined from 22.3 in 1970 to 17.9 in 1985 (table 69 and figure 7). Decreases have continued since then, and the public school pupil/teacher ratio was 15.4 in 2009. By comparison, the pupil/teacher ratio for private schools was 12.5 in 2009. The average class size in 2007–08 was 20.0 pupils for public elementary schools and 23.4 pupils for public secondary schools (table 72) (Snyder and Dillow 2011, p. 61).

X. The Status of Women in Leadership in Individual Sectors

K-12 EDUCATION

More women teach mathematics and science than men.

Women in K-12 Education

Over the last decade the number of teachers in the U.S. has steadily increased. In 2003–2004, there were 3.3 million teachers (nces.ed.gov 2012). In 2009, there were 3.5 million

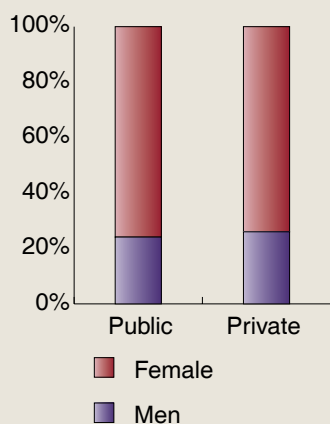
teachers, and in 2011, there were 3.7 million teachers (nces.ed.gov 2012). The vast majority of teachers are employed by the public schools. Elementary teachers make up an estimated 1,884,000 with secondary teachers at 1,344,000 (Snyder, Dillow, Hoffman 2008).

In 2007–2008, female teachers outnumbered male teachers in public schools by 2,584,000 to 821,000 (BLS 2012a).

Women dominate public teacher positions at 76%, but not in leadership where only 44% of principals are female.

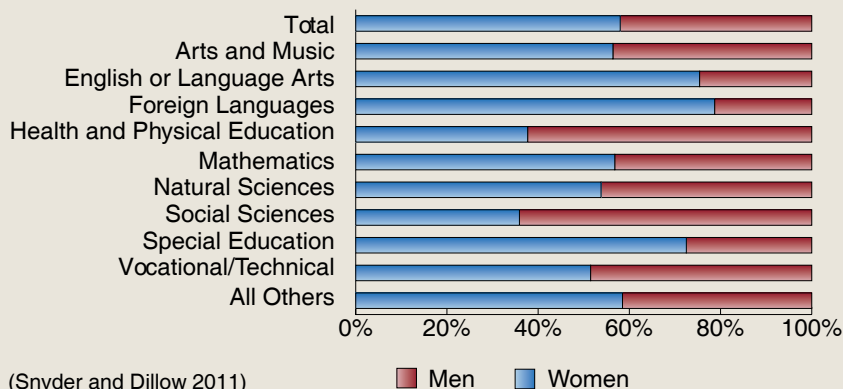
Only in secondary education were women and men almost evenly represented. In public schools, women comprise 59 percent of secondary teachers,

Percentage of Male and Female Teachers 2011



(U.S. Census 2012c)

Gender of Public School Teachers (Grades 9-12) by Field of Main Teaching Assignment 2007-08



(Snyder and Dillow 2011)

K-12 Teachers by Gender and Race 2011

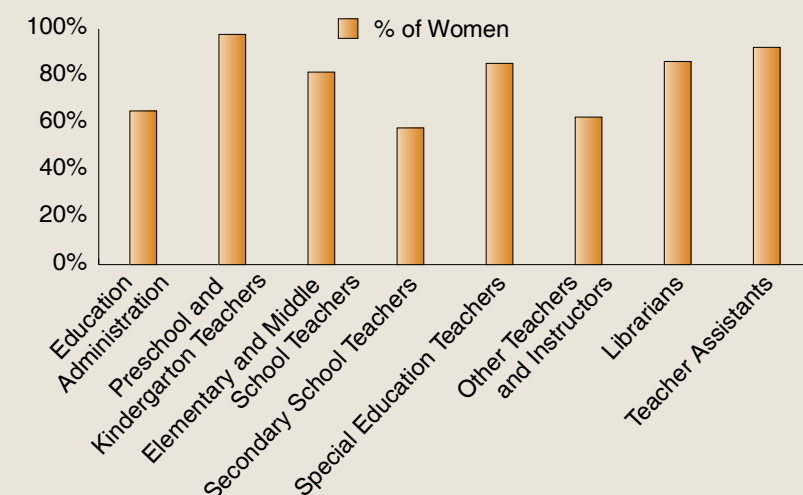
Position	Total Employed in Thousands	% Women	% Black or African American	% Asian	% Hispanic or Latino
Education Administrators	853	65.2%	13.3%	2.9%	6.5%
Postsecondary Teachers	1.355	46.2%	7.3%	10.1%	4.8%
Preschool & Kindergarten Teachers	707	97.7%	14.5%	2.8%	12.7%
Elementary & Middle School Teachers	2.848	81.7%	9.8%	1.6%	8.0%
Secondary School Teachers	1.136	58.0%	7.4%	2.1%	6.9%
Special Education Teachers	388	85.4%	8.0%	1.8%	6.8%
Other Teachers & Instructors	812	62.6%	8.0%	3.9%	7.3%
Librarians	198	86.2%	10.1%	2.6%	3.9%
Teacher Assistants	950	92.2%	14.3%	2.6%	14.9%

(BLS 2012a)

X. The Status of Women in Leadership in Individual Sectors

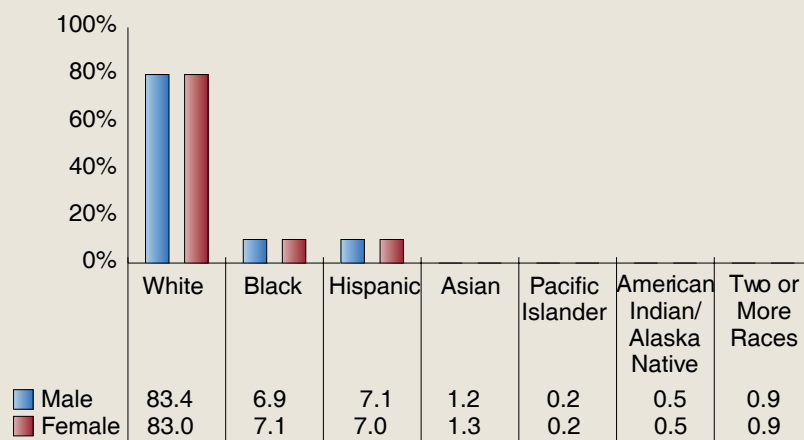
K-12 EDUCATION

Percentage of Women in Teaching Occupations 2011



(BLS 2012a)

Public School Teachers by Race/Ethnicity and Gender 2007 (Full- & Part-time)



(Snyder, Dillow, Hoffman 2008)

an increase from 57 percent in 2003–04 (Aud et al 2012). In private secondary schools, females represented 53 percent of teachers in 2007–08. Among all teachers, 83 percent were white, 14 percent were black or Hispanic, 1 percent identified as Asian, and 2 percent as other (nces.ed.gov 2012).

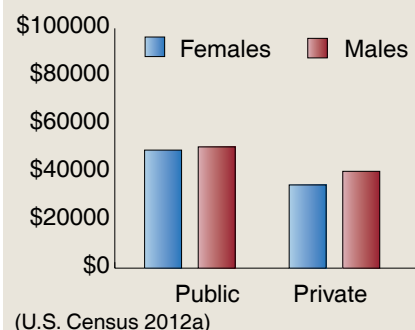
Salaries and Earnings

On average, male teachers earn only slightly more than female teachers in public schools. The average male salary was \$50,560 compared to \$49,230 for women (U.S. Census 2012a; U.S. Census 2012b). In private schools, the pay gap is much greater. This is a common finding throughout most, if not all,

sectors. The average annual male salary is \$40,380 compared to the average female salary of \$34,700 (U.S. Census 2012c).

In the public schools, the pay gap is greatest among superintendents and teachers classified as “other teachers”, meaning they are likely entry-level, temporary or assistant teachers. Women superintendents earn just 81.4 percent and “other teachers” earn 77 percent of what men earn. There is the greatest parity among the elementary, middle and secondary school teachers, where perhaps unions play a role in ensuring greater salary equity.

Average Annual Teacher Salaries 2010



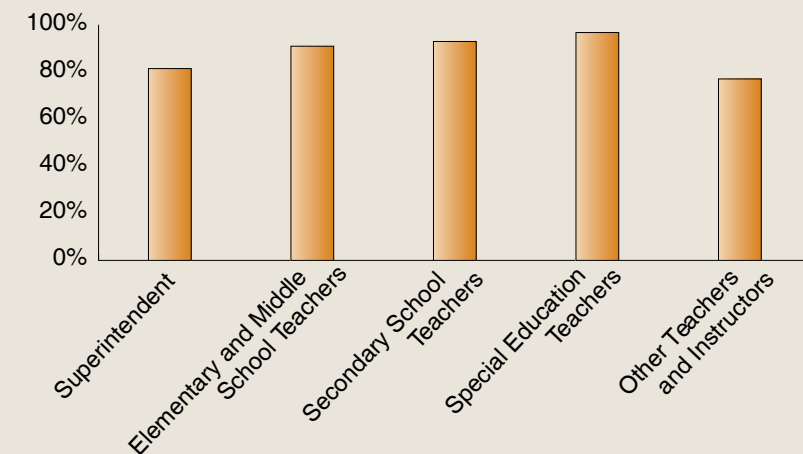
(U.S. Census 2012a)

Women average 75% of teaching positions, but only 30% of educational leadership roles.

X. The Status of Women in Leadership in Individual Sectors

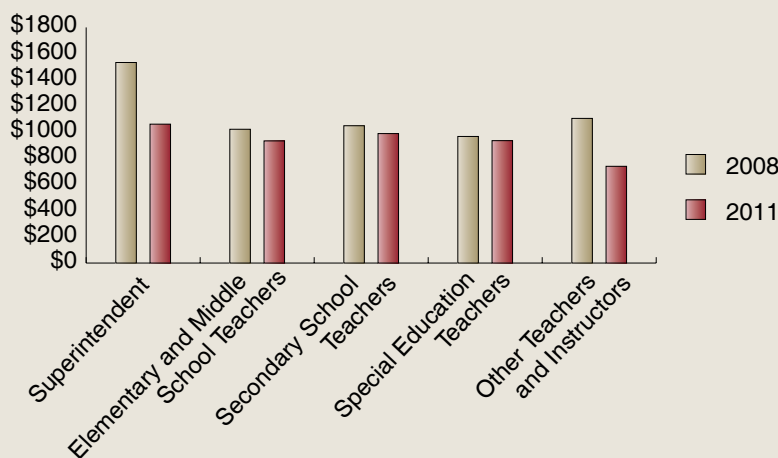
K-12 EDUCATION

Female Educator's Earnings as a Percentage of Men's 2010



(BLS 2011)

Median Weekly Earnings of Educators by Year



(BLS 2012b)

Women Leaders in Education

When averaging the total number of school board members, principals, superintendents and chief state education officers, women comprise 30 percent nationally. Yet, female teachers comprise an estimated 75 percent of all teachers nationally. When examining industry distinctions, female principals outperform their male counterparts by 55 percent to 45 percent among the top ten performing schools in the U.S.

A closer examination of the last decade in the teaching profession reveals that women have inched up in leadership roles. From 1999–2000 to 2007–2008, the percentage of female principals increased from 52 to 59 percent at public elementary schools and from 22 to 29 percent at public secondary schools (AASA 2010). Female superintendents increased from 13.2 percent in 2000 to 24.1 percent in 2010.²⁵

From 2000 to 2008, female public-school principals increased by just 7%.

²⁵ Jon and Folch (2009) argued that gender is a crucial aspect in organizational analysis, and that gender differences impact the values held by leaders. Several research studies show that indeed there are gender differences in leadership styles and management (Appelbaum, Audet, and Miller 2003; Burke and Collins 2001; Eagly and Johnson 1990; Miller 1987). The gender differences in leadership style were highlighted in a meta-analysis of gender and the effectiveness of leaders in a study by Eagly and Johnson (1990). They concluded: 'The strongest evidence we obtained for a sex difference in leadership style occurred on the tendency for women to adopt a more democratic or participative style and for men to adopt a more autocratic or directive style' (247). The study found that female principals:

- Decrease when going from elementary to middle to high school among both private and public schools: elementary (73.5%), middle school (41.3%), high school (29.8%).
- Provide more instructional support than males, who were focused on management issues.
- Concerned with student achievement and have an inclination to listen to others.

Another important finding is that regardless of gender, students of male teachers perform worse than students of female teachers on high stakes test scores in reading, mathematics and writing among fourth graders in the State of Washington (Guramatunhu-Mudiwa and Bolt 2012).

K-12 EDUCATION

Female Principals 2000 v. 2008

School Level	1999–2000	2007–2008
Public Elementary	52%	59%
Public Secondary	22%	29%

(Aud, et al 2012)

Superintendents by Gender 2000 v. 2010

School Level	2000	2010
Male	86.8%	75.9%
Female	13.2%	24.1%

(AASA 2010)

Gender of School Boards 2002

Male	61.9%
Female	38.9%

(Hess 2002)

Among the largest school districts, there exists greater gender parity than in medium or small districts. This is a similar finding to other industries, such as radio and business, suggesting that larger markets embrace women leaders more readily than smaller ones. Perhaps a similar mentality to smaller districts exists among private schools, where insulated, less diverse markets cannot shift paradigms as quickly and, as a result, are still operating from antiquated modalities.

Gender Composition of School Boards 2002

	Large Districts (25,000+)	Medium Districts (5,000-24,999)	Small Districts (less than 5,000)	All Districts
Male	55.6%	60.1%	63.3%	61.1%
Female	44.4%	39.9%	36.7%	38.9%

(Hess 2002)

Chief State School Officers by Gender 2013

State	Name	State	Name
Alabama	Thomas Bice	Missouri	Chris L. Nicastro
Alaska	Mike Hanley	Montana	Denise Juneau
Arizona	John Huppenthal	Nebraska	Roger Breed
Arkansas	Tom Kimbrell	Nevada	James Guthrie
California	Tom Torlakson	New Hampshire	Virginia Barry
Colorado	Robert Hammond	New Jersey	Christopher Cerf
Connecticut	Stefan Pryor	New Mexico	Hanna Skandera
Delaware	Mark Murphy	New York	John King
District of Columbia	Hosanna Mahaley	North Carolina	June Atkinson
Florida	Pam Stewart	North Dakota	Wayne Sanstead
Georgia	John Barge	Ohio	Michael Sawyers
Hawaii	Kathryn Matayoshi	Oklahoma	Janet Barresi
Idaho	Thomas Luna	Oregon	Rudy Crew
Illinois	Christopher Koch	Pennsylvania	Ronald Tomalis
Indiana	Tony Bennett	Rhode Island	Deborah Gist
Iowa	Jason Glass	South Carolina	Mick Zais
Kansas	Diane DeBacker	South Dakota	Melody Schopp
Kentucky	Terry Holliday	Tennessee	Kevin Huffman
Louisiana	John White	Texas	Robert Scott ²⁶
Maine	Stephen Bowen	Utah	Larry Shumway
Maryland	Lillian Lowery	Vermont	Armando Vilaseca
Massachusetts	Mitchell Chester	Virginia	Patricia Wright
Michigan	Michael Flanagan	Washington	Randy Dorn
Minnesota	Brenda Cassellius	West Virginia	James Phares ²⁷
Mississippi	Lynn House	Wisconsin	Tony Evers
		Wyoming	Cindy Hill

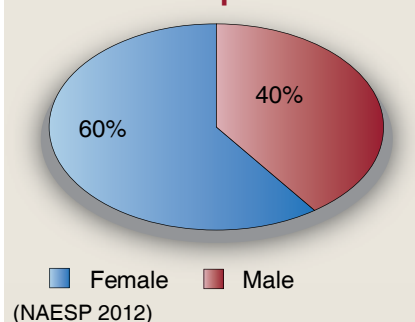
% Female	29%
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(CCSSO 2012)

Industry Distinctions

While women comprise 30 percent of all K-12 leaders — including 44 percent of principals — they are better represented among the top performing elementary, middle and high school principals in the U.S.

Class of 2012 Most Distinguished Elementary School Principals



²⁶ Texas has withdrawn from the Council of Chief State School Officers (Cavanagh 2011).

²⁷ Phares replaced fired state chief, Jorea Marple in January 2013.

X. The Status of Women in Leadership in Individual Sectors

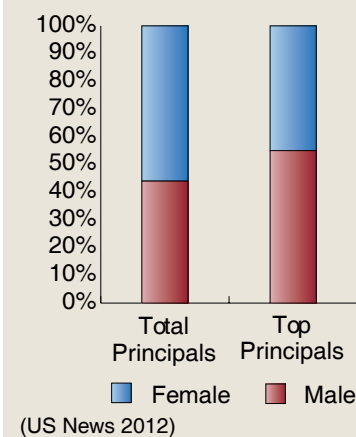
K-12 EDUCATION

Top 10 Performing High Schools in the U.S. 2012²⁸

School	Location	Principal	School District Superintendent	# Members on Board of Trustees/ Education	# Women on Board of Education	% Women on Board of Education
School for the Gifted & Talented	Dallas TX	F. Michael Sartarino	Mike Miles	9	4	44.4%
Thomas Jefferson High School for Science & Technology	Alexandria VA	Evan Glazer	Jack D. Dale	12	8	66.7%
School of Science and Engineering Magnet	Dallas TX	Jovan G. Wells (woman of color)	Mike Miles	9	4	44.4%
University High School	Tucson AZ	Elizabeth Moll	John J. Pedicone	5	1	20.0%
International Academy BASIS Tucson	Bloomfield Hills MI	Lynne Gibson	Vickie L. Markavitch	7	4	57.1%
	Tucson AZ	Jason Shorbe (Head of School)	John J. Pedicone	5	1	20.0%
Oxford Academy	Cypress CA	Kathy Scott	Elizabeth I. Novack	5	3	60.0%
Pacific Collegiate School	Santa Cruz CA	Archie Douglas	Gary Bloom	6	3	50.0%
International School	Bellevue WA	Jennifer Rose	Justin (Tim) Mills	5	2	40.0%
High Technology School	Lincroft NJ	Kevin D. Bals	Timothy M. McCorkell	4	0	0.0%
Totals/Average		50% Female Principals	20% Female District Superintendents	67	30	44.8% School Boards are Female

(US News 2012)²⁹

Comparison of Top Principals To All Principals by Gender 2012



Recommendations for Closing the Leadership Gap

Areas of Future Action

- Private schools need to pay particular attention to the pay disparity among their male and female teachers, and set forth actionable goals to improve the disparity.
- All schools need to remedy the pay disparity between male and female superintendents.

- Hiring firms and search committees need to acknowledge that 30 percent of female leaders in light of 75 percent of female teachers is grossly disproportionate. Such firms and committees must begin to help guide schools and districts to more equitable hiring and promotion practices. Even when considering the more misleading explanations as to why there are not more female leaders, such as lifestyle preferences and choices, this does not even

²⁸ Performance was based on state proficiency standards, how well they prepare students for college, performance of school's historically marginalized students (Black, Hispanic, and low-income) against the average for similar students in the state.

²⁹ Information on school officials and board members is taken from each school district's website

K-12 EDUCATION

begin to account for the disproportionate percentage and gap in leadership.

- Districts should adopt performance-based measurements to drive salaries and promotions, thus lessening the influence of gender bias.

Areas of Future Research

- Every district should assess the salaries of their male and female leaders to ensure pay remedies and equities.
- The education sector lacks recent school board demographic information. The most recent study was conducted in 2002, and therefore, is more than ten years old.

- A comparison between the hiring and promotion practices of small and large districts should be conducted to better understand the differences, if any, and to determine explanations for why fewer female leaders exist in small districts.

K-12 EDUCATION

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K-12 EDUCATION

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U.S. Census Bureau. (2012c). Table 266. Private Elementary and Secondary School Teachers—Selected Characteristics: 2007 to 2008. *U.S. Census Bureau*. Retrieved from <http://www.census.gov/compendia/statab/2012/tables/12s0265.pdf>

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VI. The Status of Women

in Leadership in Individual Sectors

LAW

As women rise from law students to lawyers, partners and/or judges, they advance their clients, the legal system, and their law firms. Female attorneys also continue the advancement of women in fields well beyond law, as they run for political office, direct the operations of large, mid-size and small businesses and nonprofits, and advance civil rights.

Furthermore, women's leadership in law firms is good for the firms' bottom line. As prominent companies demand gender and racial diversity, they will surely demand it as well of the law firms that represent them (O'Brien 2006). Diversification of leaders in a business also has shown to improve business decisions, revenue and strategic management.³⁰

Overall, women leaders in law averaged 23.3 percent in 2012. This chapter details the breakdown of women in public and private firms and companies, in state court judgeships, leading

law schools, and the American Bar Association.

Women in Law

In 2012, female law students decreased to 46.7 percent, a drop from 50.4 percent in 1993, 49 percent in 2003, 48 percent in 2009, and 47.3 percent in 2010. As a result, the percent of female law graduates dropped as well. This trend suggests that female law students may decrease slightly in 2013-2014. The overall impact of this decline on women's leadership is unclear.

To date there has been no significant change in summer associate positions and in associate positions since 2008. In 2011, women are 45.4 percent of associates and 47.4 percent of summer associates (CWP 2011).

“When women are in the first instance promoted less often than men to counsel and then, like many men in that position, are also relegated to the counsel position with limited prospects for promotion, the long-term result will be fewer women in the senior levels of firms.”

— (NAWL 2011, p. 2-3)

Women leaders in law averaged 23% in 2012.

Women in Leadership Roles

Women have remained relatively stagnant and/or have declined in some influential areas. According to the National Association of Women Lawyers (NAWL), equity partnerships, which have more

³⁰ To illustrate, the Austin Manifesto on Women in Law (adopted by acclamation in 2009 at the Women's Power summit on Law and Leadership, and sponsored by the Center for Women in Law at the University of Texas School of Law) is an excellent example of an organization adopting concrete goals and a timetable for achieving critical mass (CWL 2009). It reads: “We pledge to identify goals and timetables that are specific, measurable, achievable, relevant, and trackable. We commit to achieve no less than 30 percent women equity partners, tenured law professors and general counsel by 2015; to achieve no less than 10 percent equity partners who are women of color by 2020; elect a woman of color as President of ABA and chair of ACC by 2015; and urge the President to nominate and the senate to confirm women to fill vacancies on the federal bench, including the U.S. Supreme Court” (CWL 2009).

VI. The Status of Women in Leadership in Individual Sectors

LAW

35% of law firms have only one woman on their governing committees and 11% have no women.

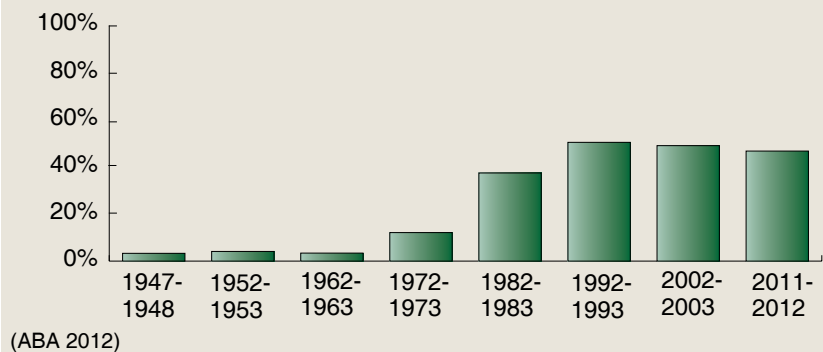
economic and political consequences than any type of partnership, have been historically low among women. In 2012, the percentage of women equity partners declined slightly to 15 percent (NAWL 2011, p. 3). Because equity partners are the most influential of all law partnerships, this decrease particularly comprises women.

Additionally, women comprise just five percent of managing partners, another area where women have remained stagnant (NAWL 2011). Yet this type of position has tremendous influence within a firm, including recruiting and retention, benefits, management issues, and the strategic visioning of the firm.

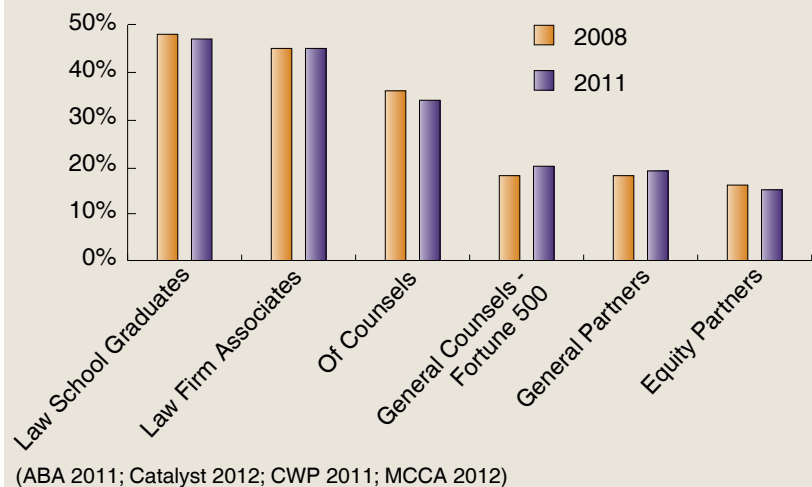
Another influential role that lacks significant representation among women is governing committees of law firms. In 2011, 35 percent of all law firms had only one woman represented, 23 percent have two or more women, and 11 percent had no women represented (NAWL 2011, p. 15).

While the percentage of women in equity partnerships and on governing committees has decreased, there have been some very slight gains. Female general counsels inched up by

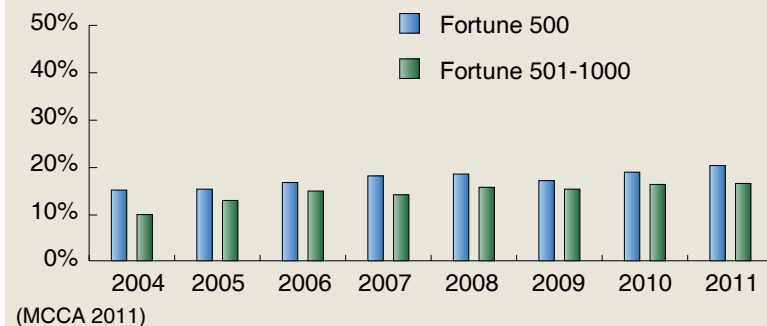
Female Enrollment (Percent)



Female Participation in Legal Rank



Female General Counsels at Fortune 500 and Fortune 1000 Companies



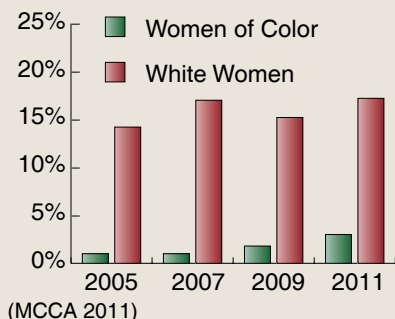
one percentage point from 19 percent in 2011. Women general partners rose slightly to twenty percent, or 101 women, to claim

this top legal position in Fortune 500 companies in 2011 (MCCA 2011). This is the highest percentage of women ever to hold

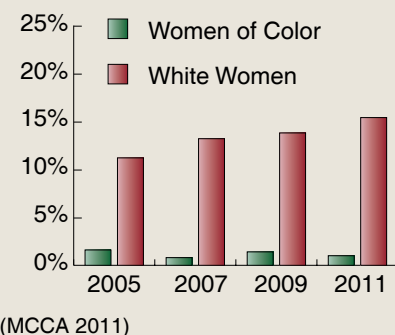
VI. The Status of Women in Leadership in Individual Sectors

LAW

Female General Counsels at Fortune 500



Female General Counsels at Fortune 501-1000



the position of general counsel, according to the Minority Corporate Counsel Association. In fact, there exist more women general counsels in Fortune 500 companies than in Fortune 501-1000 companies.

The percentage of women-of-color lawyers has remained virtually unchanged since 2009, accounting for approximately

On average, women of color represent 6% of all lawyers, but that more than doubles to 13% at firms with over 700 lawyers.

six percent of all lawyers (NALP 2011), but 12.8 percent at the largest firms — those with more than 700 lawyers. Of associates, women of color accounted for 8.25 percent at firms with 100 lawyers or fewer (NALP 2012).

In leadership, the largest and smallest firms — those with over 700 lawyers and those with 100 lawyers or fewer — accounted for similar representation of women of color as partners, 2.47 percent and 2.25 percent respectively. At firms with 101-250 lawyers, that percent drops to 1.33 percent of partners (NALP 2012).

The overall representation among general counsels who are also women of color has remained unchanged since 2005, and they continue to be underrepresented at two percent (NALP 2011). The exception to this stagnation is among the Fortune 500 companies, where the percent of women of color increased from 1.8 percent in 2008 to three percent in 2011 (MCCA 2011). There exists a slightly higher percentage of women of color in Fortune 500 companies than in Fortune 1000 companies, a similar trend found among white women.

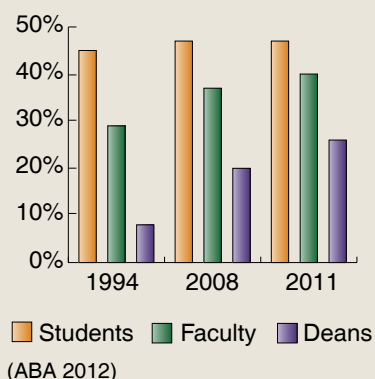
On average, women hold just 19.20 percent of general counsel positions at Fortune 500 companies and 16.40 percent at Fortune 501-1000.

Academics

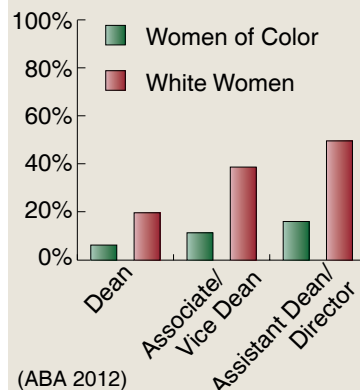
Women's career progress as academicians and administrators at law schools follows a similar

downward trend as the status and prestige of the positions rise. However, women have gained ground overall since 2008. In 2012, women make up approximately 47 percent of the students, 40 percent of the faculty, and 26.4 percent of law school deans (ABA 2012).

Women in Law School



Female Law School Administration in 2012



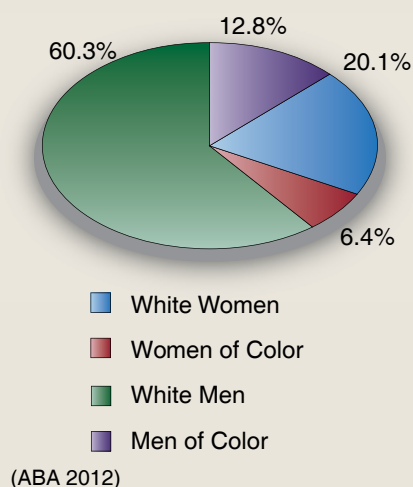
At law schools, women hold 60% of associate and assistant dean positions, but only 26% of dean positions.

VI. The Status of Women in Leadership in Individual Sectors

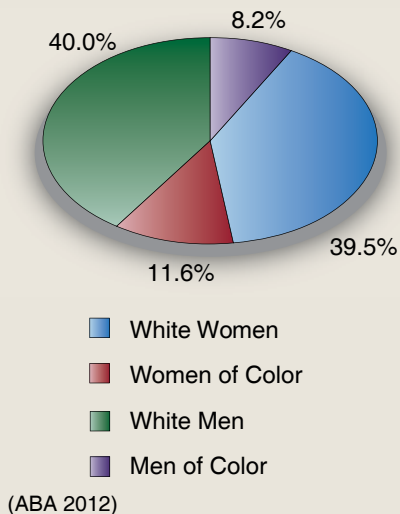
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Not surprisingly, women are overrepresented among the mid-level positions of associate and assistant deans. On average, women hold 60 percent of associate and assistant dean positions (ABA 2012). This overrepresentation suggests that women are performing at high rates and are somewhat recognized for their leadership, yet a barrier still exists for the

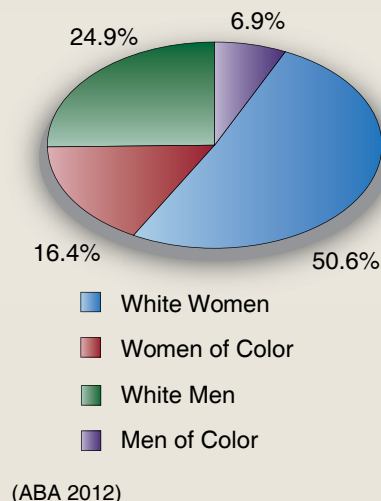
Deans by Gender and Race in 2012



Associate/Vice Deans by Gender and Race in 2012



Assistant Deans/Directors by Gender and Race in 2012



highest levels of leadership. This overrepresentation of women in middle-level leadership roles can be seen throughout most sectors. Both white women and women of color are underrepresented in the highest leadership positions. However, there is a small but positive trend beginning to appear with a 6 percent gain in women deans in the last three years versus a 14 percent rise over the previous 14 years.

While women of color follow

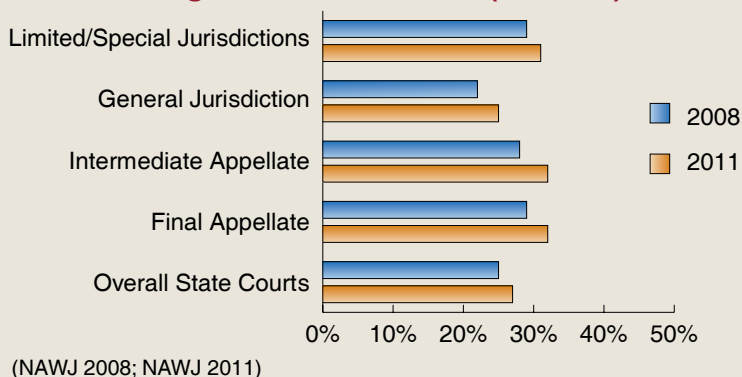
On average, women in state judgeships rose only 2% over the last four years (27% in 2008 to 29% in 2012).

a similar trajectory as white women, men of color follow a similar trajectory as white men. Men of color are approximately double that of women of color in the highest leadership positions at law schools, and yet are underrepresented in middle-level leadership positions.

The Courts

There has been a one percentage point increase in the last four years among women judges in state court judgeships — from 26 percent in 2008 to 27 percent in 2012 (NAWJ 2012). In the final appellate courts, women judges rose by four percentage points from 29 percent in 2008 to 32 percent in 2012 (NAWJ 2012). In courts of general jurisdiction, state intermediate appellate jurisdiction, and limited and special jurisdiction courts,

Female Judges in State Courts (Percent)

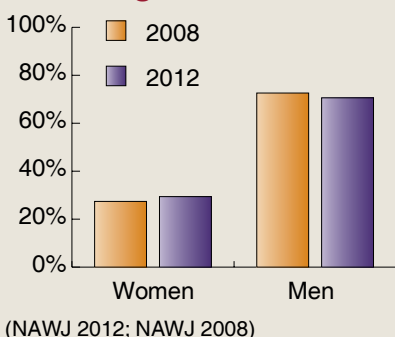


VI. The Status of Women in Leadership in Individual Sectors

LAW

women as judges rose only two percent over those same four years (respectively, 23 to 25 percent, 30 to 32 percent, and 29 to 31 percent (NAWJ 2012). On average, women comprised 29.4 percent of state judgeships in 2012.

Overall State Judgeships on Average



Women in Private Law Firms

In 2012, women held 17 percent of the leadership positions among the top ten law firms. Within the top ten firms, one firm had a female managing partner — Goodwin, Procter LLP. Not surprisingly, this firm had a higher percentage of women than the overall average (19 percent).

There was also a relationship with the total number of partners and the number of females. Larger firms tended to have a higher percent of female partners, except for the Bingham McCutchen, LLP. This firm had the highest percentage of women partners under a male chair or managing partner. When this trend was found among

Top 10 Private Law Firms

	Gender of Chair/ Managing Partner	# Partners	# Women Partners	% Women Partners
Bingham McCutchen LLP	M	115	27	23%
Davis Polk & Wardwell LLP	M	158	27	17%
Dechert LLP	M	20	3	15%
Gibson, Dunn & Crutcher LLP	M	NA	NA	NA
Goodwin Procter LLP	W	329	63	19%
Ropes & Gray LLP	M	313	54	17%
Sidely Austin LLP	M	520	106	20%
Skadden, Arps, Slate, Meagher & Flom LLP	M	415	72	17%
Willkie Farr & Gallagher LLP	M	155	27	17%
Cooley LLP	M	26	3	11%
Total/Average	1	2,051	382	17%

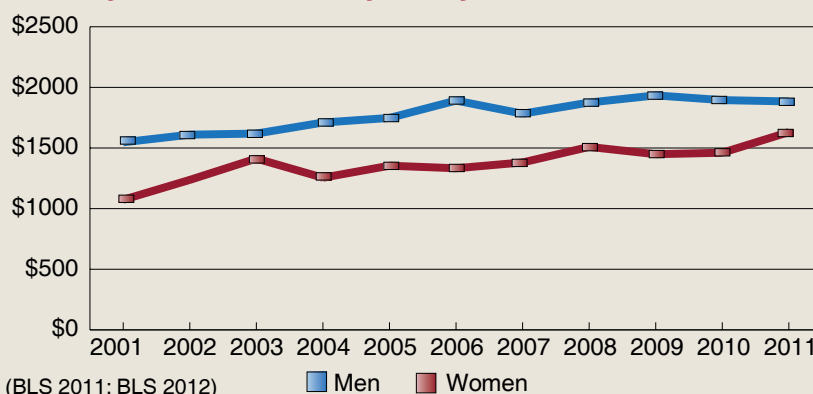
(U.S. News 2012)

other sectors, researchers discovered that the hiring and promotion practices were based on clear performance standards. It is speculated that Bingham McCutchen, LLP has objective, performance-based promotional practices.

Salaries and Earnings

Women experienced a relatively significant salary decrease in recent years. In 2011, women attorneys earned 87 percent of male salaries (BLS 2012), down from 93.5 percent on average in 2010 (NAWL 2011, p. 18-19).³¹

Weekly Salaries of Lawyers by Gender: 2001 - 2011



³¹ In comparing the 2011 salaries to the 2001 salaries, women have begun to close the pay gap by 18 percentage points over the last decade (BLS 2002).

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While female associates have begun to close the pay gap since 2001, the gap has widened among female partners. Women equity partners earn 86 percent of what men earn, or \$70,000 less. In addition to salaries, one study found that women associates also receive smaller bonuses than their male counterparts. This was found across all practice areas (NAWL 2011, p. 9).

Leadership in the American Bar Association

As in any profession, law has a governing body that establishes standards for the profession — the American Bar Association (ABA) — and understanding women's leadership in law requires analyzing the composition of that governing body. Women average approximately 26 percent of the leadership roles within the ABA.

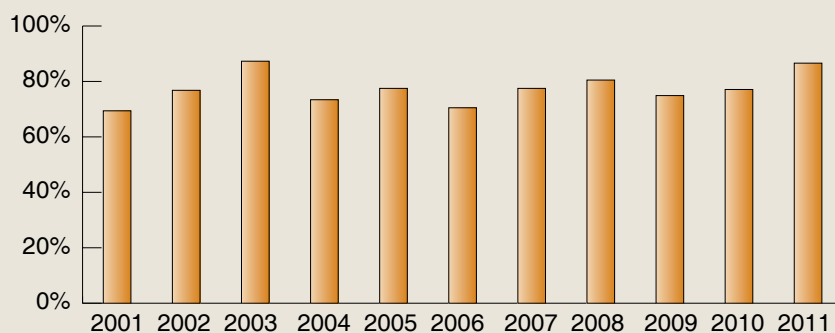
Women represent 26% of American Bar Association leadership roles.

Recommendations for Closing the Leadership Gap

Areas of Future Action

- Managing partners should improve their awareness of latent stereotypes and combat attitudes leading to the “glass ceiling” and the “maternal wall.” Firms should help the top-ranked attorneys

Women's Weekly Salary as Percent of Men's



(BLS 2001; BLS 2011)

ABA Leadership 2012-2013

Leadership Position	Total # Leaders	# Women	% Women
Presidents	3	1	33%
Board of Governors	38	11	28%
House Delegate Chairs	16	3	18%
ABA Officers	7	2	28%
Total/Average	64	17	26%

(ABA 2012b)

understand that women, including mothers, can be just as competitive, powerful and willing to meet the strenuous demands of the legal sector as their male colleagues with children. Additionally, women of color are most likely to experience stereotypes that limit workplace advancement (Bagati 2008, p. 5).

- Firms employing diversity efforts should track progress and ensure that supervisors and staff receive effective training. Partners, particularly managing and equity partners, should ensure their firms are accountable for their advertised diversity efforts (Bagati 2008).

- Firms should improve women's access to support networks, especially for women with young children. Retaining talented women by helping them balance the demands of work and family benefits firms (Bagati 2008).

- Firms should provide better mentoring opportunities for women, especially for women of color. With so few female partners to serve as role models, firms may need to take extra steps to achieve this. One way to achieve this is for firms to include women, particularly women of color, in formal and informal professional networks (Bagati 2008).

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- Firms, particularly small- to medium-sized firms, should ensure flexible yet predictable workplace structures and establish clear criteria and priorities for merit increases and promotions. For example, explore basing compensation on factors such as leadership and business development activities, as well as billable hours.
- Managing partners should set concrete goals in retaining and promoting women and track the progress of the firm. For models, it may be helpful to look at the annual report provided by the American Bar Association that tracks women in leadership within their organization.

Areas of Future Research

- The demographic composition of equity and managing partners should continue to be monitored and tracked. The representation among women in these more economically and politically powerful positions has declined since 2008.
- Qualitative data on the merit and promotional practices of law firms would inform new retention and recruitment practices. Effective merit and promotional practices are greatly needed in law and in most, if not all, other sectors.
- Data tracking for women of color continues to lack in all sectors, and in particular, law. It is essential for women to self-report demographic information. Researchers should not presume a race based on name, skin color or other seemingly apparent, yet flawed, attributes.
- A case study analysis should be conducted on Bingham McCutchen, LLP and on small- and medium-sized firms with the highest percent of female partners to learn from their best promotional practices.

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VII. The Status of Women

in Leadership in Individual Sectors

MEDICINE

More than 160 years after the first woman received her doctor of medicine degree, female medical students near parity with males. The presence of female physicians has doubled in the last twenty years. Despite this increase of females in the medical field and their noteworthy achievements, women are still underrepresented in executive leadership. On average, 25.5 percent of women occupy the top leadership positions among medical school faculty, the regulatory agencies, and public and private hospitals, including CEOs, executive positions and board members.

Many have sought to explain the disparity of position, title and earnings by citing maternity and child rearing. However, research has demonstrated that motherhood is *not* a factor in gender disparity (Taylor 2012). No difference was found in position, title and/or earnings among female physicians with or without children. The theory arguing that there are not as many women in the advancement pipeline in a given field as men has also been consistently refuted as inapplicable. In medicine, women dominate in managerial positions with 71.4 percent of all medical and health services managers being female in 2011 (Catalyst 2012), yet only 4 percent of CEOs in medical service companies were women (Gamble 2012). Additionally, the notion that women occupy lower-paid medical positions has also been

debunked, since women earn less than males who occupy the same type of position. Then what is the explanation?

This study examined medical school faculty, private and public hospitals, state medical boards, and industry distinctions in order to explore and better understand the composition of the medical field and its leadership.

In comparing where women leaders sit in medicine versus other sectors, an unusual trend emerged. In nearly all other sectors, women leaders occupied a higher percentage of industry

The number of female physicians has doubled in the last twenty years.

“There is no single problem holding women back. Instead, it appears to be an accumulation of seemingly small barriers over time, akin to ‘a thousand pounds of feathers’.”

— Stephanie Abbuhl, MD, Vice Chair and Associate Professor, Department of Emergency Medicine, University of Pennsylvania School of Medicine (Selhat 2011)

distinctions than men; however, in medicine, the opposite was found. Men outnumbered women by 76.5 percent among the Nobel Peace Prize winners in medicine or physiology and the American Medical Association awardees. It is unclear to the researchers of this report whether

VII. The Status of Women in Leadership in Individual Sectors

MEDICINE

there exists a correlation that can help explain this oddity.

Women in Medicine

Women make up almost half of the medical students and new physicians in the U.S., comprising 47 percent of all first year students in 2010–2011 (Catalyst 2012) and 45 percent of all residents and fellows (Catalyst 2012).³²

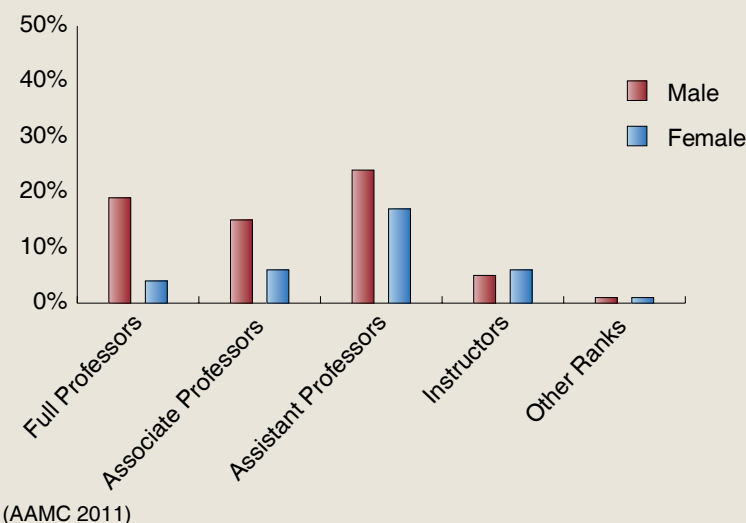
While females comprise nearly half of all medical students, the gender gap surfaces once women enter the medical profession as practicing physicians or academicians. In 2012, only 32 percent of physicians and surgeons were female, a decrease from 33.8 percent in 2011 (Rock Health 2012). Among the 32 percent of female doctors, women of color represented 38.5 percent of women physicians (Catalyst 2012). Another interesting point worth mentioning is that among the 33.8 percent of women physicians in 2011, 80.5 percent were in patient care compared to 74.6 percent of all male physicians (Catalyst 2012).

Women in Medical Leadership

In 2009–2010, among the 129,929 members on medical school faculties, women comprised 36 percent (Catalyst 2012), including contingent faculty and instructors.

Women are less likely to attain promotion and tenure than their male counterparts, and are overrepresented in junior fac-

Medical School Faculty Distribution by Rank and Gender 2010



ulty roles. One study examined female promotion and rank after 11 years on a medical school faculty. Researchers found that 59 percent of women had achieved the rank of associate or full professor compared to 83 percent of men (Selhat 2011). Perhaps most alarming, just 5 percent of women had achieved full professor status compared to 23 percent of men (Selhat 2011). According to a Catalyst study, this 5 percent of female full professorships comprised 28 percent of women as full professors across all medical schools in the United States (Catalyst 2012). In other words, 72 percent of all full professors — the most influential and impactful faculty leadership position — are male.

For the purpose of averaging the overall percentage of medical leaders, only full professors were included. Women occupy 20

Genders of Top 10 Medical School Leaders 2012

Institution	Dean	Chancellor /CEO of Health System
Harvard University	M	Affiliates Only
Johns Hopkins University	M	M
University of Pennsylvania	M	M
Stanford University	M	M
University of California, San Francisco	M	M
Washington University	M	M
Yale University	M	F
Columbia University	M	M
Duke University	F	M
University of Chicago	M	F
Total % of Women	20%	22%

(U.S. News 2012; individual web sites)

³² This is a considerable increase since 1980 when women comprised just 21.5 percent of all residents (Catalyst 2012).

MEDICINE

Women CEOs run 18% of the top-grossing hospitals. That number jumps to 30% in the top 10 for-profit hospitals.

percent of deanships among the most prestigious ten medical schools, and 22 percent of chancellors or CEOs of the universities' medical centers or hospitals. On average, women comprise 13 percent of top medical academicians in the U.S.

Another component in understanding female leadership in medicine includes the top-grossing, for-profit and nonprofit hospitals in the U.S. Women comprise 18 percent of all hospital CEOs (Gamble 2012) with female CEOs and presidents averaging higher among the top ten hospitals where women run 30 percent of the for-profits and 20 percent of nonprofits.

Whereas examining the top revenue-generating institutions is just one way to understand leadership, it is a common way to measure across all sectors. For this reason, researchers of this study collected descriptive data on top-grossing hospitals and medical centers to seek some commonality among sectors.

CEOs of Top 10 Grossing For-profit Hospitals 2012

Hospital	2012 Revenue (\$ billions)	Gender of CEO
1. Methodist Hospital (San Antonio)	\$4.22	F
2. Hahnemann University Hospital	\$3.03	M
3. CJW Medical Center (Chippenham Campus)	\$2.76	M
4. Sunrise Hospital & Medical Center	\$2.73	F
5. Brookwood Medical Center	\$2.73	M
6. Doctors Medical Center of Modesto	\$2.68	M
7. Medical City Hospital	\$2.38	M
8. Oklahoma University Medical Center	\$2.30	M
9. Las Palmas Medical Center	\$2.30	M
10. JFK Medical Center	\$2.24	F
Percent women CEOs		30%

(Becker 2012)³³

Board Leadership of Top 10 Grossing Nonprofit Hospitals 2012

Hospital	CEO	# Board Positions	# Females on Board	% Females on Board
University of Pittsburgh Medical Center	Jeffrey Romoff	33	9	27.3%
Cleveland Clinic	Delos Cosgrove	22	4	18.2%
New York-Presbyterian Hospital	Herbert Pardes			Unavailable
Florida Hospital Orlando	Lars Houmann	18	6	33.3%
Cedars-Sinai Medical Center Los Angeles	Thomas Priselac	35	7	20.0%
Stanford Hospital and Clinics	Martha Marsh	25	3	12.0%
Montefiore Medical Center, Bronx NY	Steven Safyer	47	14	29.8%
Hospital of the University of Pennsylvania	Garry Scheib			Unavailable
Temple University, University Hospital, Philadelphia	John N. Kastanis			Unavailable
Orlando Regional Medical Center	Sherrie Sitarik	17	6	35.3%
Total	20%			25.12%

(Stanford 2012; Herman 2012)

³³ The Becker's Review includes acute-care hospitals, critical access hospitals and children's hospitals. It is compiled based on gross revenue analyzed by the American Hospital Directory. Profits may include patient revenue from other facilities (Becker 2013).

VII. The Status of Women in Leadership in Individual Sectors

MEDICINE

Among the ten highest-grossing nonprofit hospitals, women made up 20 percent of CEOs, 25.12 percent of board of directors, and 35 percent of executive positions, or a total average of 28.33 percent. When the top academic hospitals and medical centers are included, the female average drops to 24.17 percent of leadership.

Women are better represented among the top hospitals than in the industry as a whole, which is only 18 percent. Women comprise 25 percent of the leadership among the highest-grossing hospitals and medical centers.

The same trend was found in other sectors as well. Those hospitals and medical centers that seek to be among the standouts in terms of revenue in particular should heed the evidence presented here. Those entities would be more likely to reach the upper echelon of the industry if they include a more representative workforce and ensure that leadership reflects societal demographics.

When medical academicians and highest-grossing hospitals and medical centers are combined, women represent 19 percent of the leadership across the sector.

When the state and federal regulatory bodies are calculated, women average much higher representation in leadership positions. On average, female executive leaders comprise 32 percent of the regulatory agencies. When

On average, female executive leaders comprise 32 percent of the regulatory agencies.

Leadership of State Medical Boards 2012

State	Director of State Board
Alabama	M
Alaska	F
Arizona	F
Arkansas	F
California	F
Colorado	M
Connecticut	M
Delaware	F
District of Columbia	F
Florida	F
Georgia	F
Hawaii	F
Idaho	F
Illinois	M
Indiana	F
Iowa	M
Kansas	F
Kentucky	M
Louisiana	M
Maine	M
Maryland	F
Massachusetts	M
Michigan	F
Minnesota	M
Mississippi	M
Missouri	F

Males 49%
Females 51%

(FSMB 2012a)

State	Director of State Board
Montana	M
Nebraska	F
Nevada	M
New Hampshire	F
New Jersey	M
New Mexico	F
New York	M
North Carolina	M
North Dakota	M
Ohio	F
Oklahoma	M
Oregon	F
Pennsylvania	F
Rhode Island	M
South Carolina	M
South Dakota	F
Tennessee	F
Texas	F
Utah	F
Vermont	M
Virginia	M
Washington	F
West Virginia	M
Wisconsin	M
Wyoming	M

Females on Federation of State Medical Board Leadership 2012

CEO	# Executive Positions	# Females in Executive Positions	% Females in Executive Positions	# Board Positions	# Females in Board Positions	% Females in Board Positions
Humayun J. Chaudhry	5	1	20%	16	4	25%

(FSMB 2012b)

MEDICINE

regulatory leaders are combined with top academicians and executives of hospitals and medical centers, women average 25.5 percent of medical leaders.

Salaries and Earnings

Women leaders contribute positively to a company's bottom line. Yet, women still fall behind in earnings. Research from Duke University and Michigan Health System found that women who receive a "highly competitive early career research grant" will earn approximately \$12,194 less than her male counterparts, even when all factors remained the same. Over a 30-year career, this equates to over \$360,000 in pay difference (Duke 2012).

Some have claimed that this pay discrepancy is due to women gravitating towards careers in lower-paying fields, such as pediatrics and obstetrics/gynecology (Duke 2012). However, that is false for three reasons. First, obstetrics/gynecology consistently ranks fourth among the highest paid medical professions in the U.S. Second, women make up emergency-room physicians and general surgeons at high rates, which are the top two highest paid medical positions (CNN Money 2013).³⁴ And third, in 2010, there were 10 specialties with the highest concentration of women: internal medicine, pediatrics, general/family medicine, obstetrics/gynecology, psychia-

try, anesthesiology, emergency medicine, pathology, general surgery and diagnostic radiology (Catalyst 2012).

Only data on CEO compensation among the top grossing nonprofit hospitals was available, giving researchers only a snapshot of the pay discrepancy between men and women. Based on the information available, male CEO salaries average \$3,418,429,

while female salaries average \$1,920,000. This means that female CEOs earn 57 percent of what male CEOs earn, at least within the top grossing nonprofits. This percentage reflects gross gender disparities, which cannot be minimized by arguing that women choose low-paying careers or disciplines, or work at or for less prestigious positions and organizations.

CEO Compensation among Top-Grossing Nonprofit Hospitals 2011

Hospital	CEO	Total Earnings	Female Earnings
University of Pittsburgh Medical Center	Jeffrey Romoff	\$5,970,000	
Cleveland Clinic	Delos Cosgrove	\$2,310,000	
New York-Presbyterian Hospital*	Herbert Pardes	\$4,350,000	
Florida Hospital Orlando	Lars Houmann	\$2,929,000	
Cedars-Sinai Medical Center, Los Angeles	Thomas Priselac	\$2,770,000	
Stanford Hospital and Clinics**	Martha Marsh	\$1,920,000	\$1,920,000
Montefiore Medical Center, Bronx NY	Steven Safyer	\$4,070,000	
Hospital of the University of Pennsylvania	Garry Scheib	\$1,530,000	
Temple University, University Hospital, Philadelphia	John N. Kastanis	Unavailable	Unavailable
Orlando Regional Medical Center	Sherrie Sitarik	Unavailable	Unavailable
Total	20%	\$25,849,000	\$1,920,000

(Stanford 2012; Herman 2012).

*Steven Corwin became the CEO of New York-Presbyterian Hospital in June 2012.

** Amir Dan Rubin became the CEO of Stanford Hospitals and Clinics in January 2011.

³⁴ We would be remiss not to point out that urology is considered a high demand, competitive medical field (focused on male reproductive systems), and therefore, high paying. Gynecology (focused on female reproductive systems) offers lower salaries (Merritt 2012).

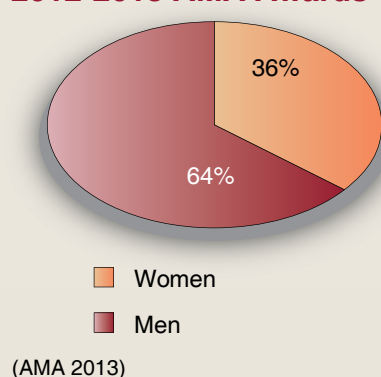
MEDICINE

Industry Distinctions

The *U.S. News and World Report* identifies the top hospitals in the field through its Honor Roll listing. Among the top ten honorees, women average 10 percent of the CEOs, 22 percent of the board members, and 34 percent of the executive leadership. Women are not as well represented in industry distinctions as they are in the top grossing hospitals. In other sectors, women were better or comparably represented among the top ten entities *and* in industry distinctions than in the industry as a whole. This trend does not emerge in the field of medicine. Instead, women are either comparably represented among the industry's distinctions or well below their overall representation.

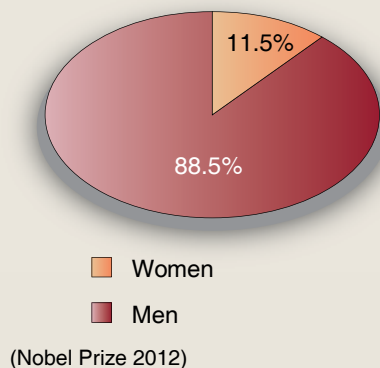
Every year, the American Medical Association (AMA) recognizes outstanding physicians who have made a significant contribution to the field. Thirty-six percent of women received an award in 2012–2013, which is slightly higher than the percentage of women in the field of medicine, post-residency and fellowship.

2012-2013 AMA Awards



Among Nobel Prize winners, however, women are underrepresented at just 11 percent.

Nobel Prize Winners in Medicine or Physiology 1987-2012



Recommendations for Closing the Leadership Gap

Areas of Future Action

- One of the areas of action that needs immediate address is the loss of more than ten percent of female doctors early in their careers. Understanding why female doctors are more likely to leave the profession is vital in remedying the problem.
- The pay gap, which exists in all sectors, needs to be addressed. The myth-based explanations around why women earn \$360,000 less than men over their careers should be revealed as such.
- The nation's hospitals should hold themselves to the same transparency standards seen in other professional sectors,

thereby disclosing gender composition and salaries of board of trustees and executive leadership in addition to hospital revenues.

- The complexity and conglomeration of hospitals and the business of practicing medicine creates challenges in collecting data on the C-level executive teams and board of directors or trustees. Parent corporations usually own multiple medical centers and hospitals, particularly those mentioned in this chapter. Policy aimed at parent corporations should be considered. More specifically, the scope of the parent company's authority and active decision-making role with subsidiaries should be examined.

Areas of Future Research

- Little data is available on salaries earned by senior executives in the field of medicine. However, what data was available revealed a 57-percent pay gap — one of the highest pay gaps found in all sectors. More comprehensive data is needed among the nation's top hospitals. Several studies have been conducted regionally, but there is a lack of comprehensive knowledge of executive compensation. It is not surprising that when an industry lacks transparency, females tend to experience gross pay inequities.

VII. The Status of Women in Leadership in Individual Sectors

MEDICINE

Women in Leadership on the Top 10 Hospitals on U.S. News Honor Roll 2012–2013

	CEO/ President	# Women on Board	Total # Board Positions	% Women on Board	# Women in Executive Positions	# Executive Positions	% Women in Executive Positions
Massachusetts General Hospital, Boston	David Torchiana, MD	5	16	31.2%	3	6	50%
Johns Hopkins Hospital, Baltimore	Ronald R. Peterson	2	14	14.2%	8	15	53.3%
Mayo Clinic, Rochester MN	John H. Noseworthy, M.D.	8	31	25.8%	3	17	17.6%
Cleveland Clinic	Delos Cosgrove, M.D.	4	22	18.2%	3	23	13.0%
Ronald Reagan UCLA Medical Center, Los Angeles	David T. Feinberg, M.D., M.B.A.				1	4	25.0%
Barnes-Jewish Hospital/ Washington University, St. Louis	Richard J. Liekweg	4	24	16.7%	3	11	27.2%
New York-Presbyterian University Hospital of Columbia and Cornell, NY	Steven J. Corwin, MD	18	94	19.1%	39	82	47.6%
Duke University Medical Center, Durham, NC	Victor J. Dzau, MD	5	20	25.0%	7	29	24.1%
Brigham and Women's Hospital, Boston	Elizabeth G. Nabel, MD	6	19	31.6%	6	11	54.6%
UPMC-University of Pittsburgh Medical Center	Jeffrey A. Romoff	9	33	27.3%	3	14	24.4%
Percent Women	CEO 10%			Board 22.3%			Executive 33.8%

(U.S. News and World Report 2012-2013)³⁵

³⁵ To earn a place on U.S. News Honor Roll, a hospital had to earn at least one point in each of six specialties. A hospital earned two points if it ranked among the top 10 hospitals in America in any of the 12 specialties in which the U.S. News rankings are driven by data, such as survival rates and patient safety. Other points were earned for doctor opinions and hospital reputation among physicians (Comarow 2012).

MEDICINE

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VIII. The Status of Women

in Leadership in Individual Sectors

MILITARY

The United States military responsibilities have expanded and grown exponentially since the 1990s, and yet, its forces have shrunk in size. The U.S. military reflects just one percent of the total population, the smallest in several decades. Soldiers and troops, who once prepared for land, sea and air defenses, now prepare for land, sea, air, terrorist, cyberspace, and border offenses and defenses. With declining rates of volunteers, women's distinctive contributions have become even more critical on and off the battlefield abroad, domestically, locally and in cyberspace. In short, women's presence and their progression to the top leadership ranks will better equip the military to develop and strengthen its forces.

Women Leaders in the Military Officers and Enlistees

The military is composed of two distinct groups: officers and enlisted personnel. To become officers, individuals usually attend one of the service academies, enter an ROTC program in college, or go to officer candidate school. Enlisted personnel who decide to become officers must attend officer candidate school. Not many enlisted personnel choose to pursue careers as officers.

Since 1973 when the draft ended, women's participation in the military has increased. The number of enlisted women rose from 2 percent to 14 percent, and commissioned officers have quadrupled from 4 percent to 17 percent.

On average, women comprise 12% of leadership roles in the Armed Services.

In 2008, women comprised 14.3 percent of active duty personnel, and 15 percent of officers. In 2011, women still comprise 14 percent of active duty personnel, but 17 percent of officers (Patten and Parker 2011). From 1973–2010, active-duty enlisted women went from 42,000 to 167,000, although the total number of enlistees decreased by 738,000 in the same period (from 1.9 million enlisted in 1973 to 1.2 million in 2010).

The number of women commissioned officers is greater in

“The discussion about women's military service must be about using their capabilities to the fullest extent. It is an absolute necessity that we have men and women working together for the strongest possible defense of our country.”

— Claudia Kennedy, Lieutenant General, U.S. Army, retired

comparison to male commissioned officers (17 percent of women compared to 15 percent of men). On average, women comprise 12.35 percent of leadership roles in the Armed Services, which includes all

MILITARY

generals, admirals, colonels, and senior agency leaders.

The military reports the demographics of its forces based on black, white, Asian, mixed/other races, and Hispanic or non-Hispanic ethnicities. In 2008, 29 percent of non-white males were active duty compared to 46 percent of non-white women. Among officers, 32 percent of women identify themselves as non-white compared to 18 percent of male officers.

In 2011, the percentage of active-duty females continues to be more racially diverse than the male force:

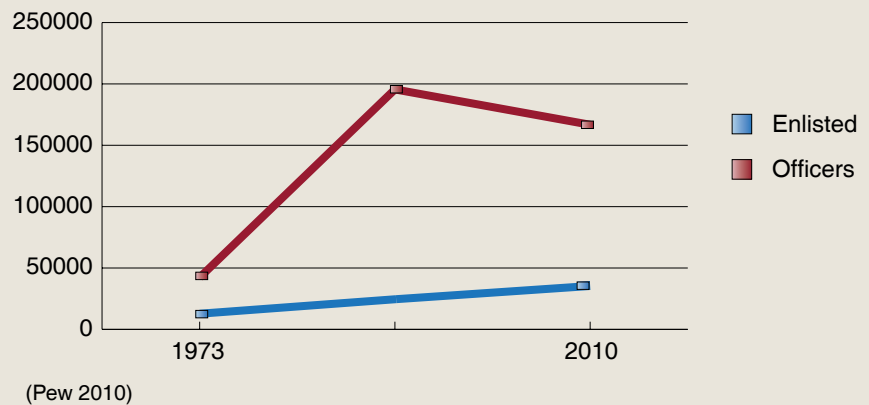
- 31 percent of African-American women in service compared to 16 percent of African-American males.
- 53 percent of active duty women are white compared to 71 percent of men.

Additionally, the percentage of men of color, like their white counterparts, has declined slightly while the percentage of women of color has increased.

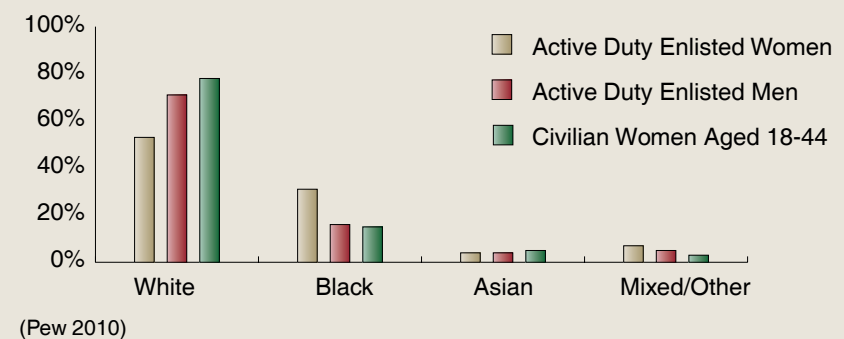
Of the different branches of the military, there are some significant differences in female to male participation. Women who chose to join the military are more likely than men to join either the Air Force or the Navy. Men are more likely to join the Marine Corps and the Army than women.

Among women who are in the military 17 percent are commis-

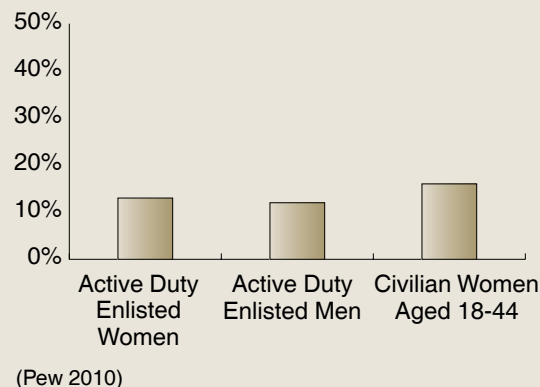
Women in the Military 1973-2010



Women in the Military Based on Race 2010



Latina/Latino Ethnicity in the Military 2010



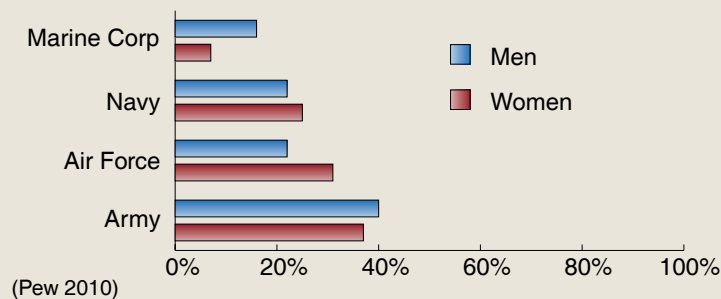
sioned officers compared with only 15 percent of men. This is most noticeable in the Army, where 18 percent of women are commissioned officers in comparison to 13 percent of men. In

all other branches, the numbers show almost equal representation in the number of male and female commissioned officers.

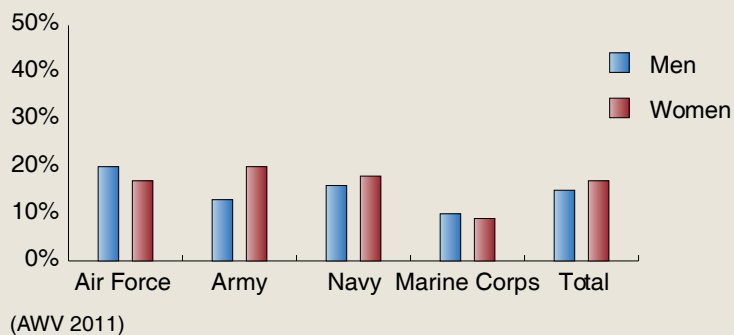
Women serve in 30 percent

MILITARY

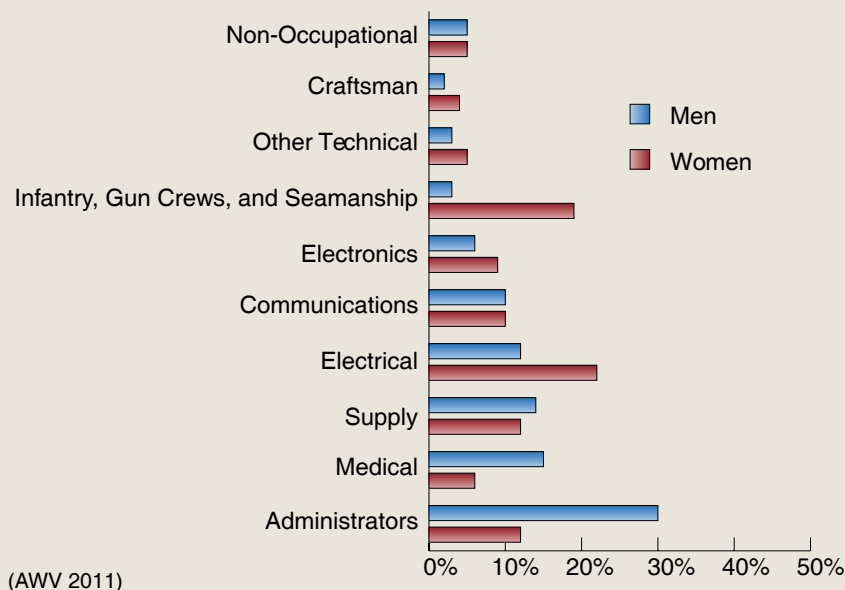
Percentage in Military Branches 2010



Officers in the Military 2010



Occupations in the Military 2010



of administrative roles (AWV 2011). Women's occupations within the military determine their salary and advancement. Following the trends seen in other sectors, female participation is quite low in areas such as the infantry, which may have been due to the Department of Defense restrictions against women serving in combat roles.

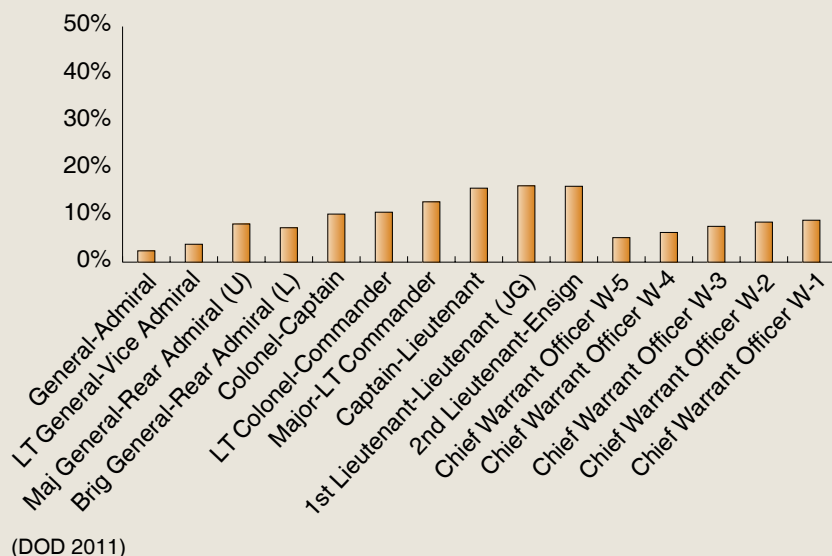
The Department of Defense loosened restrictions on women in combat in 2012, and the Pentagon lifted its ban on women serving in combat in January 2013. This offers women the possibility of jobs previously denied to them for lack of front-line experience, which results in higher pay scale ranges and more opportunities for leadership. Some combat jobs will immediately be opened, while some are still being debated. Special operations detail, such as Navy SEALs and Army Delta Force, are still not open; however, the armed services must provide a ruling on those roles by January 2016 (Baldor 2013).

The Joint Chiefs of Staff recommended the new rule, which "overturns a 1994 rule prohibiting women from being assigned to smaller ground combat units" (Baldor 2013). This decision could open more than 230,000 jobs for women, most of them in the Army and Marine infantry units.

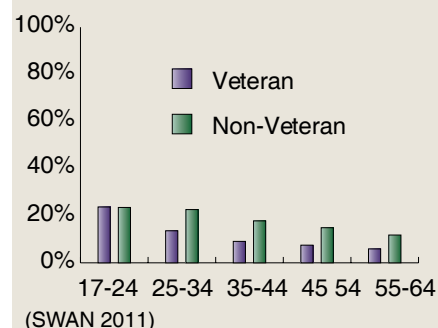
On average, women comprise 5.38 percent of all generals and admirals in the Armed Services, and 10 percent of all colonels.

MILITARY

Women's Military Rank and Grade, All Branches



Uninsured Rates by Veteran Status and Age



Salaries and Earnings

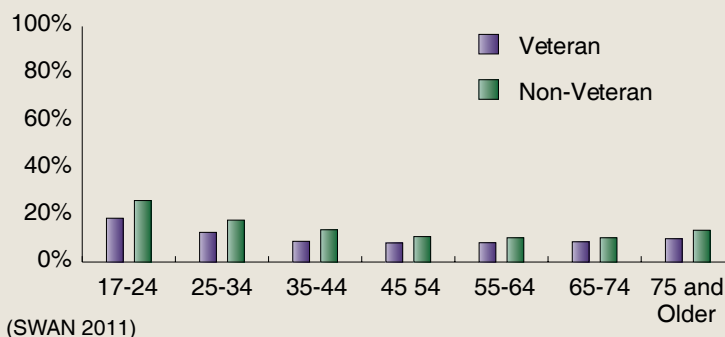
The Armed Services was one of the first employers to give women equal pay for equal work. Since 1901, when women began serving in the military, they have received the same compensation as men, based on rank and time in service, and never based on gender. However, as with other business and professional sectors, the higher one rises, the more one earns. Because women are typically not reaching the top ranks, they are not making top salaries.

A relatively small number of women are promoted to the upper ranks of the military, and therefore, they are not earning the same high salaries (BLS 2011).

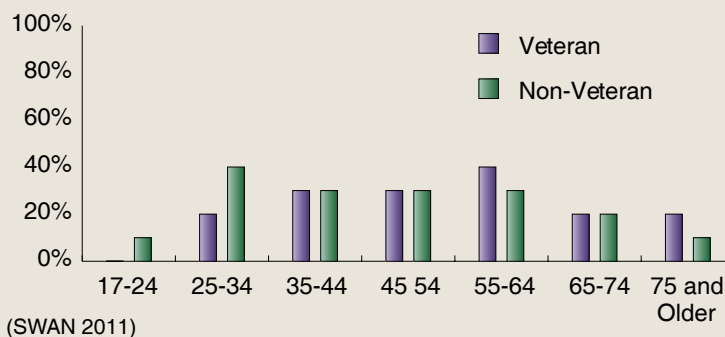
Women as Veterans

In 2010, women comprised 8 percent of all veterans. However, among the veterans of post-

Poverty Rates by Veteran Status and Age



Women with a Bachelor's Degree or Higher, by Veteran Status and Age



MILITARY

terrorist attacks of September 11, 2001, women comprise 19 percent. By 2035, the number of female veterans is expected to grow another 15 percent to 34 percent.

Research shows that serving in the military offers women a better chance at obtaining a college degree than the civilian population. It is likely that a college education, in tandem with serving in the military, equates to fewer women living in poverty and being uninsured at almost every stage in their lives (SWAN 2011).

History of Women in the Military from 1976–2012

In 1976, the Armed Services permitted women to reach the rank of general and admiral. Two years later, the Marine Corps promoted the first woman to the rank of general. Nearly twenty years later, in 1996, the Marine Corps selected the first woman for promotion to three-star rank, Lieutenant General Carol Mutter. Simultaneously, Navy Vice Admiral Patricia Tracey was also selected for three-star rank and was promoted before Lieutenant General Mutter. In 2008, the first woman was promoted to a four-star general rank in the Army, more than ten years after the first three-star promotion occurred. Only in 2012 were the first African-American females promoted to general rank, 36 years after women were permitted to serve as general and admiral.

The Air Force is the only branch of the Department of Defense in

which nearly all jobs are open to women, and thus it leads the Armed Services with the largest percentage of females. Unlike the other branches, the Air Force does not have a ceiling on the number of women it can recruit. However, despite them having the largest number of women recruits, the Air Force has the smallest percentage of female top senior leaders of any of the military branches.

The following timeline captures a historical overview of significant military events that have allowed positions and opportunities to open up for women.

1976

Women become eligible to become generals and admirals.

1976

Women admitted to three major service academies.

1978

First woman named brigadier general, General Margaret Brewer of the Marine Corps. It is important to note that General Brewer was promoted just one year after the Marine Corps disbanded the Women Marines Office.

1986

First women test pilots in the U.S. Navy.

1991

Congress repeals the ban against women serving in combat aviation. (Not all services comply)

1993

President Bill Clinton signs “Don’t Ask, Don’t Tell” policy into law, forbidding the military from asking personnel and forbidding personnel from disclosing their sexual orientation.

1996

First two women selected for and promoted to three-star rank in Navy and Marine Corps.

1999

First woman makes Lieutenant General in Air Force.

2005

First woman promoted to Air Force Academy Commandant of Cadets.

2006

First woman makes Vice Commandant of Coast Guard.

2007

First woman becomes Commander of Naval Fighter Squadron.

First Latina woman promoted by Marine Corps as general, General Angelina Salinas.

2008

Army promotes first woman, General Ann Dunwoody, to four-star general.

2011

President Barack Obama repeals the “Don’t Ask, Don’t Tell” policy, which prohibited gays and lesbians from serving openly in the military.

MILITARY

Coast Guard Admiral, Rear Admiral Sandra Stosz, becomes first female Rear Admiral in Coast Guard history.

2012

Pentagon loosens restrictions on women in combat.

Army promotes first openly gay woman, General Tammy Smith, as Brigadier (one-star) General.

Air Force promotes first four-star general, General Janet Wolfenbarger.

Vice Admiral Michelle Howard becomes first African-American woman promoted to Vice Admiral in the Navy.

First African-American woman, Major General Marcia Anderson, promoted to rank of general by the Army.

2013

Department of Defense removes the combat ban on women.

Women in Military Leadership

Women's career advancement had been restricted by the military's combat policy, which prevented women from serving in direct combat roles. Though women have been serving in combat-related roles, they have not been recognized as serving in combat, because of the ban.

In April 2012, the Marine Corps invited women to join in infantry training. In January 2013, the Department of Defense lifted the combat ban on women. Defense Secretary Leon Panetta opened

Monthly Salary by Rank 2011

Rank	Level	Monthly Pay with Over 20 Years of Service
0-10	General-Admiral	\$15,401
0-9	LT General - Vice Admiral	\$13,470
0-8	Maj General - Rear Admiral (U)	\$12,762
0-7	Brig General - Rear Admiral (L)	\$11,541
0-6	Colonel - Captain	\$9,223
0-5	Lieutenant Colonel - Commander	\$8,070
0-4	Major - Lt. Commander	\$7,049
0-3	Captain - Lieutenant	\$6,039
0-2	1st Lieutenant - Lieutenant (JG)	\$4,439
0-1	2nd Lieutenant - Ensign	\$3,503
Warrant Officers		
W-5	Chief Warrant Officer W-5	\$6,821
W-4	Chief Warrant Officer W-4	\$6,190
W-3	Chief Warrant Officer W-3	\$5,685
W-2	Chief Warrant Officer W-2	\$4,988
W-1	Warrant Officer W-1	\$4,702
Enlisted Personnel		
E-9	Sgt Major/Master Chief Petty Officer/Chief Master Sgt/Master Gunnery Sgt	\$5,195
E-8	First Sgt/Senior Chief Petty Officer/Senior Master Sgt/Master Sgt/Senior Chief Petty Officer	\$4,568
E-7	Sgt First Class/Chief Petty Officer/Master Sgt/Gunnery Sgt/Chief Petty Officer	\$4,189
E-6	Staff Sgt/Petty Officer First Class/Tech Sgt	\$3,533
E-5	Sgt/Petty Officer Second Class/Staff Sgt	\$2,966
E-4	Corporal/Specialist/Petty Officer Third Class/Senior Airman	\$2,326
E-3	Private First Class/Seaman/Airman First Class/Lance Corporal	\$1,950
E-2	Private/Seaman Apprentice/Airman/Private First Class	\$1,645
E-1	Private/Seaman Recruit/Airman Basic	N/A

(BLS 2011)

MILITARY

more combat-related positions to women primarily as tank mechanics and field artillery radar operators. The ban marked one of the last hurdles for women in the military.³⁶

The impact of this decision on the advancement of females as military leaders is unclear at this time. When the military prohibited women from participating in combat occupations, they were unable to be promoted into top leadership roles that require combat service. Therefore, theoretically, this decision should have a positive effect on women's advancement. As an aside, women have been engaged in combat-related service, injuries, etc. spanning many decades, yet the military did not recognize this service.

As in other sectors, the lack of

diversity and inclusion affects the overall effectiveness of the military. The chart below captures the total number of women and people of color serving in the military.

The Departments of Homeland Security and Veterans Affairs have the highest percentage of senior women leaders. In 2009, President Barack Obama appointed Arizona Governor Janet Napolitano to lead the Department of Homeland Security. This agency is a military-related agency charged with targeting domestic terrorism and security, and remains the only agency with any military-related responsibilities to ever be led by a woman. Perhaps most noteworthy is that this cabinet secretary position is last of the eighteen positions in line for succession to the presidency. The Department of

Veterans Affairs is also a military-related agency charged with the management of military veterans' benefits. This cabinet secretary is second from the bottom in line to the presidency.

A closer examination of the two military-related agencies with the highest percentage of senior women leaders reveals three important points. First, among all executive agencies, the secretaries of Homeland Security and Veterans Affairs are the least powerful positions. Second, both agencies are civilian; arguably, a reason why women are entrusted in senior leadership roles. Third, there are two types of leadership positions: top executive and senior leaders. Department of Homeland Security is comprised of 41 top executives, including Secretary Napolitano. Among the 41 leaders, 10 are

2006 Demographic Data by Department	Total # Senior Women	Total # Senior Men	Senior People of Color	Senior Women of Color	Senior Men of Color	Total % Senior Women	2001 Agency Head a Woman	2006 Agency Head a Woman	2012 Agency Head a Woman
Air Force	38	248	25	1	24	15%	No	No	No
Army	65	339	35	5	30	19%	No	No	No
Navy	109	656	66	9	57	17%	No	No	No
Defense	376	1786	188	38	150	21%	No	No	No
Homeland Security	115	398	71	16	55	29%	No	No	Yes
Veterans Affairs	249	868	179	53	126	29%	No	No	No
Total Average Agency Representation						22%			

(OPM 2006)

³⁶ Another hurdle includes the sexual assault epidemic that plagues not only the military but U.S. and global societies as well.

MILITARY

women (24 percent). Conversely, the Department of Veterans Affairs, a department that has never had a woman head, is comprised of 19 top executives, including the secretary, one of whom is a woman, or 5 percent. Having a woman leader seems to make a significant difference in the overall female representation among the senior leadership. Each of these departments should be more closely examined to better understand existing practices and policies that may have contributed to more female promotions in senior leadership positions.

Recommendations for Closing the Leadership Gap

The culture of the military transcends the Armed Services and impacts civilian culture. The military helps to define masculinity, and in many ways, has been at the forefront of many societal issues, including addressing sexual assault. The military has a responsibility to not only create a world-class institution but also to set standards of culture and norms in U.S. civilian society.

Moreover, women leaders are essential to the long-term sustainability and ingenuity of the U.S. Armed Services. To establish a critical mass of women in the military, the services must work to attract and retain women in significantly larger numbers.

Areas of Future Action

- First and foremost the Department of Defense's Advisory Committee on Women should be heeded and the recommendations offered need to be adopted accordingly.
- The Department of Defense should open all units and military occupations to women as well as men. It should build qualifications on certain physical skills and intellectual requirements based on the needs of the position rather than a blanket exclusion of a gender. This recommendation will only be useful if promotion is used proportionally for both males and females. Females, despite performance to the contrary, often have to overcome presumptions and biases against them as able leaders.
- As military leaders are promoted, the expectations and demands of spouses, or more accurately wives, creates an uneven playing field for female leaders. Male spouses do not have the same expectations and duties as female spouses, which inherently places women leaders at a disadvantage. A culture needs to be created that does not assume the male or female leader is married, which will also help to address the disadvantages presented to single parents.
- Direct public appeals to join military service toward young women, as well as men. While the active duty military is predominantly male, women should be encouraged to choose military service as a career and should be actively recruited.
- Navy, Air Force and ROTC should increase the number of both scholarships and placements offered to women at service academies. Whereas a balanced gender demographic is important, do not restrict placements based on gender. Develop new outreach efforts to encourage more women to apply to the service academies and seek ROTC scholarships.
- Each of the armed services should foster a military culture that demands respect for all service members and punishes those who violate sexual harassment and assault rules. Military leaders must hold all violators of laws and policies against sexual assault and harassment strictly accountable and foster a culture in which peer pressure helps to uphold these rules. New reporting procedures for sexual assault in 2005 have encouraged more women to report violence against them to the proper authorities than prior. The effectiveness and continued improvement of the procedures, from accusation to prosecution, needs review accordingly.

MILITARY

- The Department of Defense should ensure that both military women and men receive a full range of benefits and health care services, including attention to and treatment for post-traumatic stress disorder, full access to reproductive health care services, including abortion, and appropriate attention to their health care needs as veterans. Additionally, servicemen should be allowed the same amount of leave time as servicewomen receive for maternity leave. The current paternity leave is only ten days. This is a disservice to our men, but also disadvantages women, because women are seen as putting in less time in active duty because they get more maternity leave time than their male counterparts.

- Finally, the Armed Services should continue to work to eradicate sexual assault and harassment within the various military entities.

Areas of Future Research

- The Armed Services need to continue studying ways to better accommodate parenting and family issues, such as taking a pause in service, without career penalties for both women and men.
- To better track and understand the rate of promotion, a qualitative study needs to be conducted focused on each career field within each branch. Only in this way will a clearer picture emerge in understanding the rate of promotion for servicewomen compared to servicemen. A case study should be conducted on the Departments of Homeland Security and Veterans Affairs.

- A case study analysis should also be conducted on the Air Force to better understand the disproportionate percentage of women leaders. From this analysis may emerge a better understanding of equitable practices that promote women at the same pace as men.

MILITARY

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IX. The Status of Women

in Leadership in Individual Sectors

THE NONPROFIT AND PHILANTHROPIC SECTOR

The nonprofit sector consists of entities or organization that are neither part of government nor generate a profit. In general, nonprofit organizations comprise “voluntary,” “charitable,” “independent,” “third” or “nongovernmental” agencies, associations, and foundations (O’Neill 2002, p. 2). Most nonprofits fall into the following categories: charitable, advocacy, political, religious, educational, scientific or literary. Some of the nonprofit sectors, such as education, are so large and influential that they have been analyzed separately in this report.

The nonprofit sector is a fast-growing part of the economy. In 1994, there were 1.1 million recognized nonprofits employing 5.4 million people. By 2007, those numbers had grown by more than 50 percent to 1.64 million recognized nonprofits employing 8.7 million people (Butler 2009). In 2010, 1.96 million nonprofits were employing 10.7 million paid workers accounting for 10.1 percent of private employment in the U.S. (IRS 2011, p. 56; Salamon, Sokolowski, and Geller 2012). By 2011, however, the economic crisis impacted the nonprofit sector, resulting in numbers falling to 1.63 million in total.

The U.S. nonprofit sector represents the third largest employing industry “behind only retail trade and manufacturing” (IRS 2011; Salamon, Sokolowski, and Geller 2012). More specifically, health professionals, educators, other

professionals, health technicians, administrative support workers, and service occupations account for the majority of paid workers in the nonprofit sector.

Research has shown that nonprofits with women in leadership positions are more successful

“Marie C. Wilson (feminist leader and social entrepreneur) wouldn’t mind being remembered as the mother of President Barbie, though most of her achievements have more heft. ‘I almost lost my feminist credentials for suggesting that doll,’ says Wilson, president of the Ms. Foundation for Women, co-creator (with Gloria Steinem) of Take Our Daughters to Work Day, and founder of the White House Project, dedicated to increasing the number of female leaders. Putting a woman in the White House is Wilson’s ultimate goal, but she’ll be pleased if her latest projects encourage every woman to say what one girl did when asked what she’d learned from Take Our Daughters to Work Day, ‘I’m the president of my own life.’”

— Oprah.com <http://www.oprah.com/spirit/Phenomenal-Woman-Marie-C-Wilson#ixzz2NYMZ0b4P>

On average, women comprised 43% of top leadership roles across all nonprofits in 2009-2011.

THE NONPROFIT AND PHILANTHROPIC SECTOR

in realizing their mission and reaching their goals, and their employees are more satisfied with the organization's overall performance. One explanation referenced the democratic and participative style of leadership favored by women (Eagly and Carli 2007). An empirical study of 240 YWCA organizations found that "a higher proportion of women on the board were positively associated with the organization's ability to fulfill its social agency mission" (Siciliano 1996). Other studies found a significant positive relationship between the proportion of women on the board and the CEO's satisfaction with the board's performance (Bradshaw, Murray, & Wolpin 2006). A similar study has not been conducted in the for-profit sector, although it would behoove various industries in learning more about how to create a workforce with high efficacy.

On average women comprised approximately 43 percent of the top leadership roles across all nonprofits in 2009-2011. Yet in some areas, such as social entrepreneurship, women clearly dominate in terms of organization impact.

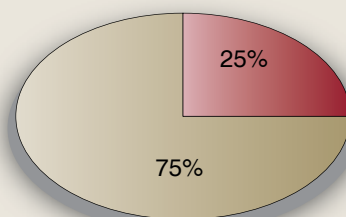
The Nonprofit Labor Force

Women continue to dominate the non-executive staffing of the nonprofit sector with no significant changes in the last five years (Nonprofit HR Solutions 2010, p. 11). In 2005, women made up nearly 75 percent of the 8.4 million employees (Schmitz and Stroup 2005). One

explanation for this gender gap may be that men experience a more significant wage loss by working in the nonprofit rather than for-profit sector, while the wage differential for women between the sectors is not as drastic (Gibelman 2000).

Despite their overwhelming presence in staff positions, women are disproportionately underrepresented in the top leadership positions, holding only 45 percent of all CEO positions in 2009. When examining the largest organizations with budgets in excess of \$25 million, women represent only 21 percent of leaders (GuideStar 2011). In addition, women CEOs continue to earn less than their male counterparts.

Percent Female and Male Employees



■ Women
■ Men

(GuideStar 2011)

The nonprofit sector relies heavily on volunteers as well as paid staff.

- In 2009, women made up the majority of volunteers with about one in three women volunteering their time (31.6 percent) compared with one in four men (24.3 percent).

Women made up nearly 75% of the nonprofit workforce but, in 2009, held only 45% of CEO positions.

In 2010, women volunteers dropped to 29.3 percent, and men fell slightly to 23.5 percent.

- By 2011, women's volunteerism increased very slightly to 29.9 percent, while male volunteerism remained the same.
- While the volunteer rates for blacks continued to increase in 2011, for all other major race and ethnicity groups, the volunteer rates remained virtually unchanged compared to 2010.
- On average, 18.4 percent of people of color volunteered in 2011 (BLS 2012).

Annually, women of all socioeconomic and educational backgrounds volunteer an average of 50 hours compared with 52 hours for men (BLS 2012, p. 1). The number of hours volunteered has not changed since 2009. Male volunteers comprise 13.3 percent in general labor, 10.1 percent as a coach or referee of sporting teams and/or events, and 8.9 percent in fundraising (BLS 2012, pp. 3-4). Female volunteers were more likely to fundraise or collect, prepare, distribute, or serve food with an almost equal distribution

THE NONPROFIT AND PHILANTHROPIC SECTOR

of 12.5 percent, followed by 10.7 percent as a teacher or tutor (BLS 2012).³⁷

Women in Nonprofit Leadership

Women form a majority of the workers in development, education, human resources, marketing and public relations. But that dominance disappears in the higher ranks of nonprofits. In 2008, only one in 10 women working for nonprofits could be found in the upper-management ranks, compared with one in five males (Butler 2009).

Women's representation at the top is still significantly less than their presence in the nonprofit sector as a whole. The smallest organizations saw the largest

percent of female leaders, with that number quickly declining as budgets grew. In 2008, women accounted for more than 63.7 percent of the top positions (executive/senior staff) in organizations with budgets under \$250,000; 50 percent with budgets below \$1 million; less

than 40 percent with budgets over \$10 million; 26 percent with budgets in excess of \$50 million, and only 16 percent in nonprofits with budgets of more than \$50 million (GuideStar 2011).

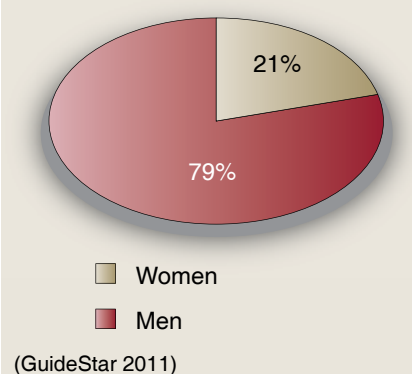
Since 2006, the overall percentage of women leaders in the

CEOs by Gender & Budget Size 2009

Nonprofit Budget Size	Female CEOs	Males CEOs	% Female CEOs	Decrease since 2006?
\$250,000 or less	2,882	1,642	63.7%	No
\$250,000 – \$500,000	6,151	4,378	58.4%	No
\$500,000 – \$1M	6,312	5,223	54.7%	No
\$1M – \$2.5M	6,857	8,553	44.5%	Yes
\$2.5M – \$5M	3,423	5,721	37.4%	Yes
\$5M – \$10M	2,142	4,605	31.7%	Yes
\$10M – \$25M	1,543	4,040	27.6%	Yes
\$25M – \$50M	517	1,663	23.7%	Yes
Greater than \$50M	465	2,394	16.3%	Yes
Total Average			39.7%	66.66% Categorical Decrease

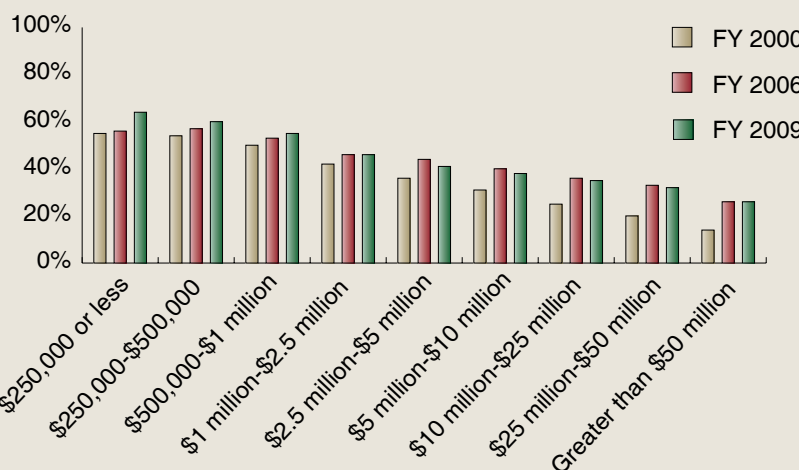
(GuideStar 2011)

CEOs Budgets under \$25 Million 2011



Women CEOs run only 16% of nonprofits with budgets of over \$50 million.

Females in Top Positions by Budget Size



(GuideStar 2002; GuideStar 2008; GuideStar 2011)

³⁷ Please note that the percentage of volunteers was not calculated in the overall percentage of women's leadership in nonprofit. This data is for information purposes only.

THE NONPROFIT AND PHILANTHROPIC SECTOR

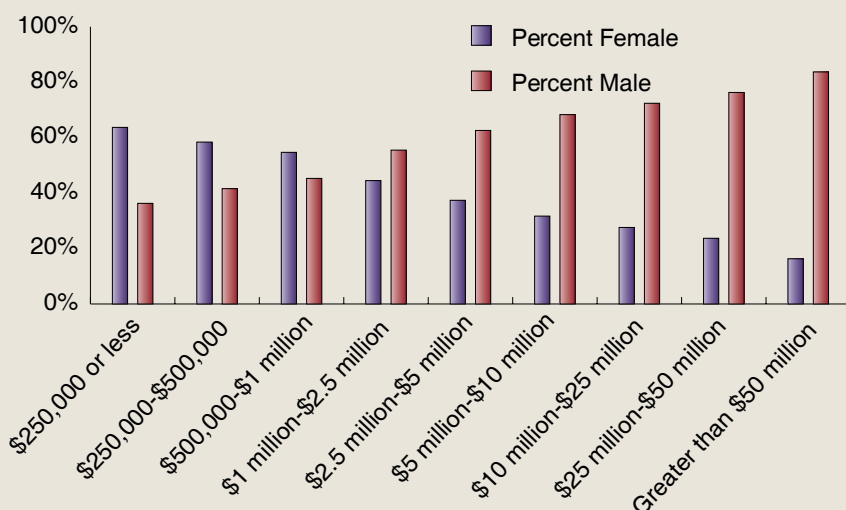
Top Positions in Nonprofits by Gender 2006-2009

Position	# Females in 2006	# Males in 2006	% Females in 2006	# Females in 2009	# Males in 2009	% Females in 2009	Decrease Between 2006-2009?
CEO/Executive Director	20,456	25,148	45%	30,292	38,219	44%	Yes
Top Administrative Position	1,910	1,980	49%	2,753	3,776	42%	Yes
Top Business Position	389	763	34%	615	1194	34%	No
Top Development Position	1,483	868	63%	1,370	1105	55%	Yes
Top Education Position	256	187	58%	218	239	48%	Yes
Top Facilities Position	21	227	8%	6	353	2%	Yes
Top Financial Position	3,452	4,691	42%	6,846	9,352	42%	No
Top Human Resources Position	605	260	70%	881	523	63%	Yes
Top Legal Position	188	302	38%	367	646	36%	Yes
Top Marketing Position	380	248	61%	440	401	52%	Yes
Top Operations Position	1,244	1,650	43%	2,250	3,128	42%	Yes
Top Program Position	1,333	862	61%	1,112	693	62%	No
Top Public Relations Position	274	163	63%	305	272	53%	Yes
Top Technology Position	158	645	20%	201	1088	16%	Yes
Total	32,149	37,994	46%	47,656	60,989	44%	Yes

(GuideStar 2011)

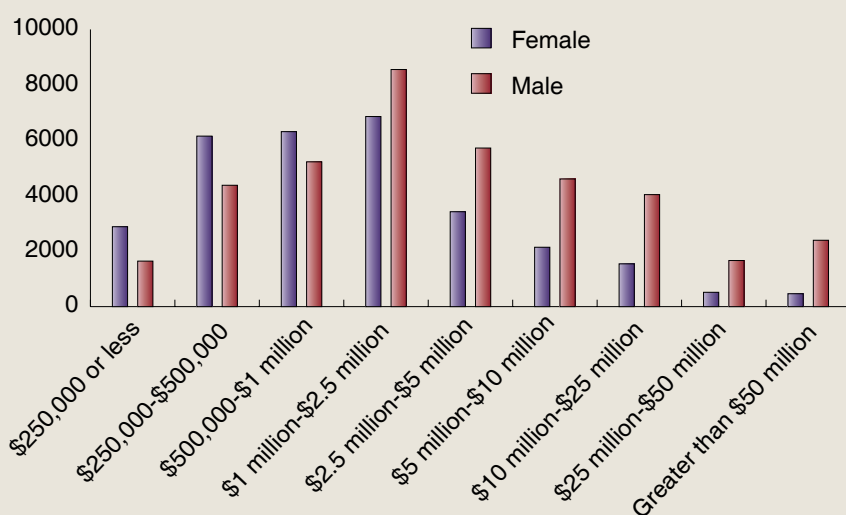
THE NONPROFIT AND PHILANTHROPIC SECTOR

Percent of CEOs by Gender and Budget Size: 2009



(GuideStar 2011)

Number of CEOs by Budget Size and Gender: 2009



(GuideStar 2011)

nonprofit sector has decreased more than two percentage points from 46 percent to 43.9 percent. There was a decrease in 11 out of the 14 top leadership positions, or approximately 79 percent of top leadership positions. Additionally, there was a decrease in CEOs in six out of

the nine budget sizes, or 66.66 percent of the budget categories.

There had been a steady increase in women in top leadership positions until 2008, when the decline began. During the same time, the U.S. economy began to decline rapidly.

Salaries and Earnings

Women in nonprofit CEO positions receive, on average, 80 percent of their male counterpart's salary. Of the 26 nonprofit executives with salaries higher than \$1 million in 2006, not one was a woman. The average annual salary for a female CEO was \$73,244, while the comparable figure for a male CEO was \$111,273 — a 34.2 percent pay gap. In 2009, the gap noticeably decreased but still lingered, with the average CEO salary for women at \$166,410 compared to a male's salary of \$210,305 — an approximately 20 percent pay gap (GuideStar 2008; GuideStar 2011). Female CEOs managed to shrink the pay gap even though there were fewer female CEOs overall.

Yet, when examining organizations by budget size, the pay gap has increased in four out of the nine budget categories, or 44.44 percent. Or stated differently, women's pay has decreased. Specifically, at nonprofits with budgets in excess of \$50 million, women CEOs made an average of \$293,672 in 2006 compared with \$395,886 for male CEOs — a difference of more than \$100,000 or a gap percentage of 23 percent. In

Women in nonprofit CEO positions receive, on average, 80% of their male counterpart's salary.

THE NONPROFIT AND PHILANTHROPIC SECTOR

2009, the difference in pay gap grew slightly with women earning \$507,447 compared to men's average salary of \$658,713, or 24.6 percent. The pay gap in organizations with budgets between \$1 million to \$2.5 million increased from 16 percent in 1999 to 22 percent in 2009. Organizations

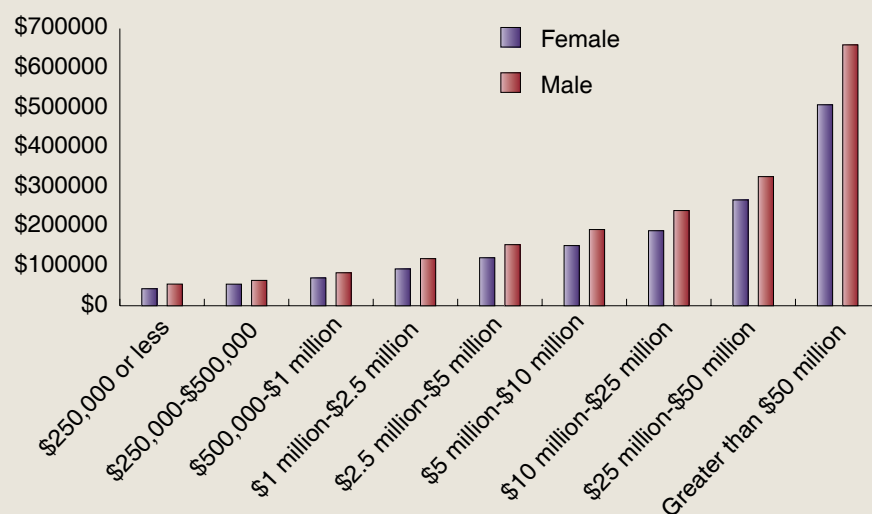
with budgets between \$250,000 to \$500,000 also increased the pay gap between the genders from 13.4 to 14.8 percent in 2009. Even among the smallest nonprofits, with budgets of \$250,000 or less, where female employees outnumber male employees in most positions, women CEOs

earn 22 percent less, a 9 point increase since the last publication of this report.

The wage gap extends beyond CEOs to nearly all the top positions. Women CEOs took home 72 percent of male CEOs' pay in 2000, 65.8 percent in 2006 and 80 percent in 2009 (GuideStar 2011).

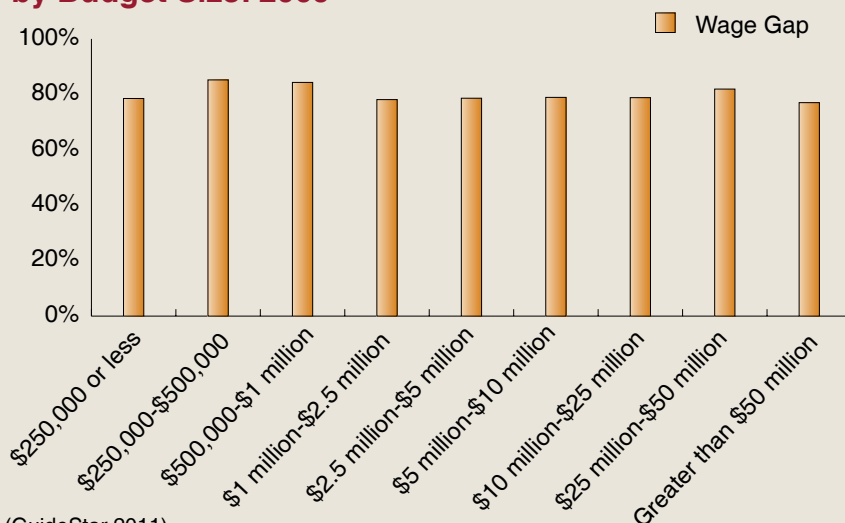
Female representation and compensation in CEO positions decline as budget size increases. In no categories do females earn more than their male counterparts. The gap in both representation and compensation grows as the budget grows.

Average Nonprofit CEO Compensation by Gender and Budget 2009



(GuideStar 2011)

Nonprofit CEO Pay Female Relative to Male's by Budget Size: 2009



(GuideStar 2011)

Nonprofit Boards

Among the top ten nonprofits, measured by the *Chronicle of Philanthropy* Philanthropy 400, women comprised 36.4 percent of the boards. When examining all nonprofit boards, women make up 43 percent, according to a Boardsource survey of more than 1,000 nonprofits in the U.S. Women have the largest representation on the boards of smaller arts, cultural, health, human services, environmental and educational organizations (Boardsource 2010). As organizational budgets increase, women's representation decreases — from a high of 51 percent for nonprofits with budgets under \$500,000 to a low of 33 percent for budgets over \$25 million. A similar trend exists among the percent of women CEOs and their compensation.

THE NONPROFIT AND PHILANTHROPIC SECTOR

As nonprofit budgets increase, women's representation on their boards decreases.

Of the top ten nonprofit organizations, measured by the *Chronicle of Philanthropy* Philanthropy 400, three of the CEOs are female (30 percent), and five of the board chairs are female (50 percent). Two of these nonprofits — Fidelity Charitable Gift Fund and Catholic Charities USA — have a majority of women on their boards. Only half of the charities, or 50 percent, have women of color on their boards. On nonprofit boards, only 4.5 percent of directors are women of color.

Board Members of *Chronicle of Philanthropy* Top 10 Nonprofits

Nonprofit	# Board Members	# Women	% Women	# Women of Color	% Women of Color
United Way Worldwide	10	2	20.0%	0	0.0%
Salvation Army	42	14	33.3%	3	7.1%
Fidelity Charitable Gift Fund	7	4	57.1%	0	0.0%
Task Force for Global Health	7	3	42.9%	0	0.0%
American Red Cross	17	6	35.3%	1	5.9%
Food for the Poor	12	3	25.0%	0	0.0%
Schwab Charitable Fund	5	2	40.0%	1	20.0%
American Cancer Society	24	8	33.3%	1	4.2%
AmeriCares Foundation	16	4	25.0%	0	0.0%
Catholic Charities USA	27	14	51.9%	2	7.4%

(Chronicle of Philanthropy 2012)

Philanthropic Giving

Two types of philanthropic foundations were assessed: private and community foundations with the largest assets. Of the private foundations with the largest assets, 30 percent have a female president or CEO. Representation increases among the largest community foundations with women in 40 percent of the top leadership positions. In sum, 35 percent of women comprise the top position in philanthropic organizations.

Researchers of this report found little difference in women's representation when considering both the foundations with the largest assets and those foundations that give the most money.

For example, women's overall representation in top leadership positions did not change among community foundations with the largest giving compared to community foundations with the largest assets (Foundation Center 2012c).

Social Entrepreneurs and their Supporting Organizations

Measuring the top social entrepreneurs is a challenge because profits — an unbiased and easily obtained data set — are not the prime factor in determining success. While some companies, such as *Businessweek*, identify businesses that were

Leadership of *Chronicle of Philanthropy* Top 10 Nonprofits

Nonprofit	CEO	Board Chair
United Way Worldwide	M	M
Salvation Army	M	F
Fidelity Charitable Gift Fund	F	M
Task Force for Global Health	M	F
American Red Cross	F	F
Food for the Poor	M	M
Schwab Charitable Fund	F	F
American Cancer Society	M	F*
AmeriCares Foundation	M	M
Catholic Charities USA	M	M

(Chronicle of Philanthropy 2012)

*American Cancer Society Board Chair is a male as of 2012-2013 (<http://www.cancer.org/aboutus/whoweare/governance/acs-board-of-directors>).

THE NONPROFIT AND PHILANTHROPIC SECTOR

Leadership of Private Foundations with Largest Assets

Foundation	2010 Assets	CEO/ President	Board Chair	# Board Positions	# Females on Board	% Females on Board
Bill & Melinda Gates Foundation	\$37,430,150,458	Male	Male/Female Co-Chairs	15*	4	26.67%
Ford Foundation	10,344,933,000	Male	Female	13	4	30.77%
J. Paul Getty Trust	9,584,879,219	Female	Female	14	5	35.71%
Robert Wood Johnson Foundation	9,199,687,456	Female	Male	14	4	28.57%
W.K. Kellogg Foundation	7,696,627,040	Male	N/A	12	4	33.33%
The Hewlett Foundation	7,377,220,546	Male	Male	13	5	38.46%
The Packard Foundation	6,100,637,478	Female	Female	15	8	53.33%
The MacArthur Foundation	5,737,270,334	Male	Female	12	5	41.67%
Gordon and Betty Moore Foundation	5,585,288,763	Male	Male	12	3	25.00%
The Andrew Mellon Foundation	5,490,877,291	Male	Male	11	3	27.27%
Total		70% Male, 30% Female	50% Male, 50% Female	116	45	38.79%

(Foundation Center 2012a)

*The Bill and Melinda Gates Foundation's website does not specify board members but lists them under "Leadership Overview" (<http://www.gatesfoundation.org/leadership/Pages/overview.aspx>).

Leadership of Community Foundations with Largest Assets

Community Foundation	2010 Assets	CEO/ President	Board Chair	# Board Positions	# Females on Board	% Females on Board
Tulsa Community Foundation	\$4,022,451,000	Male	Male	26	5	19.23%
The New York Community Trust	1,877,885,562	Female	Female	12	7	58.33%
Silicon Valley Community Foundation	1,830,140,000	Male	Male	20	9	45.00%
The Cleveland Foundation	1,816,947,057	Male	Male	15	4	26.67%
The Chicago Community Trust	1,595,765,501	Male	Male	15	5	33.33%
California Community Foundation	1,242,402,000	Female	Male	23	11	47.83%
Marin Community Foundation	1,207,464,129	Male	Male	9	4	44.44%
Greater Kansas City Community Foundation	1,189,480,459	Female	Male	14	6	42.86%
The San Francisco Foundation	1,101,069,000	Female	Male	12	6	50.00%
The Columbus Foundation and Affiliated Organizations	1,061,039,486	Male	Male	9	2	22.22%
Total		60% Male, 40% Female	90% Male, 10% Female	155	59	38.06%

(Foundation Center 2012b)

THE NONPROFIT AND PHILANTHROPIC SECTOR

both for-profit and sought to fulfill a global, national or local need, others, such as *Fast Company Magazine* and *Forbes Magazine*, focus on not-for-profits that seek to do the same. For the purposes of this report, nonprofit enterprises have been calculated and the top ten were assessed.³⁸

In 2009, the staff of *Fast Company Magazine* identified the top 10 social entrepreneurs of 2009, and seven of the top 10 were women or 70 percent (Fast Company 2009).

In 2011, *Forbes Magazine* identified a different set of social entrepreneurs, and yet the same percentage of women emerged. *Forbes* identified the top 30 social entrepreneurs in the world, then limited those to ones focused on U.S. problems and not capital or investment funds used to provide dollars to other social entrepreneurs. Only 17 entrepreneurs remained. Among those 17, seven are women (41.2 percent). When eliminating the nonprofits with revenues or budgets less than \$7 million and fewer than 1,000 people positively impacted, the top 10 remain. Among those top

Women are clearly well represented among social entrepreneurs.

Leadership of Social Capital Investment Firms

Social Capital Firm	Organization's Focus	CEO/President
Acumen Fund	Invests in social entrepreneurs	Female
Ashoka	Invests in social entrepreneurs	1 Male/ 1 Female
Draper Richards Foundation	Provides funding and business mentoring	2 Males/ 1 Female
Echoing Green	Provides startup grants and support	Female
Foundation Center	Enables individuals and companies to find and support social and economic development projects	Male
Global Giving	Connects donors to entrepreneurs	Female
Kauffman Foundation	Makes grants and supports initiatives	Male
Skoll Foundation	Invests in social entrepreneurs	1 Male/ 1 Female
Social Enterprise Alliance	Supports social entrepreneurs	Male
The Enterprise Foundation	Invests in social entrepreneurs	Female
Total		50% Female or Majority Female

(PBS 2012)

10, seven are run by women, or 70 percent (Forbes 2011).

Women are clearly well represented among social entrepreneurs. Researchers of this report were curious as to whether women were well represented among organizations that supported social entrepreneurs financially, through education and/or networking. Such organizations will be referred to as social capital firms. Among the top ten social capital firms, 60 percent of the CEOs and/or

founders were female or majority female. Majority female is defined as 50 percent or more of the founders and/or presidents.

Women comprise 65 percent of the leadership in social entrepreneurship.

Women are well represented as social entrepreneurs. One argument for their success is that social entrepreneurship lacks structural or institutional barriers. Women dominate an industry when robust innovation with little

³⁸ Some groups sought to measure the top social entrepreneurs by popularity among the public. For example, Businessweek asked readers to vote for the top social enterprises of 2012. Among 25 enterprises, women were either founders or co-founders of 10 businesses or 40 percent. <http://images.businessweek.com/slideshows/2012-06-21/americas-most-promising-social-entrepreneurs-2012#slide26> The results of the public vote had not been released in time for this report's release; therefore, the Businessweek tally will not be included in the overall averages.

THE NONPROFIT AND PHILANTHROPIC SECTOR

paved pathways are required, arguably because there are few, if any, gatekeepers. This observation has also been made in the media industry, where blogging and tweeting have little gatekeeping, if any, for success. Additionally, social entrepreneurs and social capital firms illustrate that when more women are present, more women succeed.

Recommendations for Closing the Leadership Gap

Areas of Future Action

- Women-focused nonprofits should teach girls and women negotiation skills to help them improve their prospects for promotion to top leadership positions and to reduce the salary gap.
- Boards of directors and executive nonprofit staff should recruit, train and retain people of color across all levels of the nonprofit organization.
- Boards of directors should widen the search criteria for top leadership positions and look within the organization.
- Boards and executive staff should increase the diversity of boards, particularly with women of color.

- Executive staff and boards of directors should allow for entrepreneurial, innovative activity, which will serve the organization and help to diversify staff and leaders.

Areas of Future Research

- A research study should be conducted to compare organizations with budgets in excess of \$25 million to those with small budgets. Of particular interest are the promotion and compensation processes and practices to determine the tremendous gender difference in compensation and leadership.

THE NONPROFIT AND PHILANTHROPIC SECTOR

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XI. The Status of Women

in Leadership in Individual Sectors

POLITICS AND GOVERNMENT

The most visible and directly impactful of all the sectors is that of elected office. Women have remained relatively stagnant in this arena with growth in local and state politics over the last two to three decades. In some cases, women are less represented in 2011–2012 than in 2008–2009. In other cases, such as the 2013 Congress, women have made some progress with a historic 20 percent women in the Senate, and 17.7 percent in the House of Representatives (58 female Democrats and 19 female Republicans).

Women of color also celebrated gains with 36 percent of seats among all women representatives, segmented to 5 percent of women senators, and 6 percent of the entire House. Overall, women and women of color are underrepresented in Congress with just 18 percent and 5.5 percent of the seats respectively.

Women seeking elected office face an interdependent, three-fold problem. Women often contend with media questions and criticisms that have less or nothing to do with political issues and positions and much to do with personal and/or family concerns and gender stereotyping. Additionally, major companies and law firms will more often recruit and support male candidates over females and, therefore, create more structural advantages for men (Brookings 2008). Women also receive less campaign contributions. As a result, women are

In the 2013 U.S. Congress, women hold only 18% of the seats.

less inclined to run for office than men, meaning fewer women can win elected offices.

Despite barriers, women in Congress, on average, introduce more bills, attract more co-sponsors, and bring more money to their home districts than their male counterparts (Anzia and Berry 2011):

- “Within districts over time, roughly 9 percent more federal spending is brought home when there is a woman representing the district in Congress than when the same district is represented by a man” (p. 484).

“For the first time, there was a traffic line in the Senate women’s bathroom.”

— Amy Klobuchar, (Democrat from Minnesota, 2013)

- Congresswomen cosponsor about 26 more bills per congress than congressmen (p. 490).
- “Women score significantly higher on their measure of legislative effectiveness than men do. In short, women’s bills make it further in the ‘legislative process’ and are more likely to be considered ‘important,’ as measured by media coverage” (p. 490).

At both local and federal levels, women office holders prioritize issues of concern that affect the greater public. There also seems

POLITICS AND GOVERNMENT

to be a correlation between the presence and visibility of women candidates and an increase in female political and societal participation.

Furthermore, some have sought to understand whether the tenor of a campaign changes when a woman and a man run for the same office. Research showed that the media and campaign groups devote more attention to defining the candidates by gender, and are more likely to focus on women's issues than if only men are in the race. Defining issues as *female*, much like defining issues pertaining to race, is marginalizing and misleading.

To further this point, though a woman running against a man has prompted investigation about the tenor of the campaigns, the irregularity of two women running for office has not. To illustrate, in 1960, incumbent Margaret Chase Smith defeated Lucia Cormier in the first Senate race where both candidates were women (Sarke-la 2005). Whereas both the race and era marked decades of political attention by women and women's groups, the candidates did not focus on women's issues, and the tone of the campaign was described as deeply congenial (Sarkela 2005).

It was not until 1986 in Maryland that two women vied again for a Senate seat. Both women maintained similar political stances, and, again, women's issues were not at the core of the campaign. During the same year, two women ran for gubernatorial office for the first time in the history of the U.S. Helen Boosalis and Kay Orr, Nebraska gubernatorial contenders, also did not campaign on women's issues (Locin 1986).

In 1998, the political tone in the U.S. began to change. In the State of Washington, candidates Linda Smith and Patty Murray deeply contrasted on the issues, and domestic and women's issues were often debated (Lynch 1998). Politics in general began to shift in noticeable ways, in that greater hostility and divisiveness, and personal attacks ensued. To illustrate a U.S. President's extramarital affairs were not previously "fair game" in the media and politics. Since President Clinton's investigation and impeachment proceedings about his relationship with White House intern Monica Lewinsky, highly contentious political races have become the norm.

Women comprise 22.8% of all political and governmental leadership roles.

Women in Congress introduce more bills, attract more co-sponsors, and bring more money to their home districts than their male counterparts.

Another contentious race drawing national attention arose in 2010 in Colorado between incumbent Marilyn Musgrave and challenger Betsy Markey for a seat in the House of Representatives. While special interest groups flooded airwaves with the candidates' positions on gay and lesbian marriage, veterans' and workers' rights, and abortion,³⁹ both candidates tended to focus on local issues, such as agriculture and farming. Special interests or lobbying groups also have a key role in escalating the contentiousness in political races.

On the rare incidences when two women run for the same office, the tenor of the campaign seems to depend on how contrasted the candidates are on the issues. Divisiveness and hostility erupts on social (not women's) issues, much like when two men run for the same office. It is hoped that campaigns with any women candidates will no longer become gendered by lobbyists, candidates

³⁹ Information collected from the following sites:

http://www.denverpost.com/houseraces08/ci_10899938), each candidate focused on issues that were germane to their constituents, such as agriculture and water. (<http://www.youtube.com/watch?v=MCcYACUSvTg>) (http://198.65.255.167/v2/research-andreports/framinggender/Framing_Gender_Report.pdf) (<http://www.gpo.gov/fdsys/pkg/GPO-CDOC-108hdoc223/pdf/GPO-CDOC-108hdoc223-2-4.pdf>) (<http://womenscouncil.wi.gov/docview.asp?docid=11064>)

POLITICS AND GOVERNMENT

or the media, for it demeans the struggles women have faced and minimizes the social issues that affect all Americans.

While some may debate the political tenor of a campaign involving women, the contributions women make to the political process are not debatable. Women's representation and direct participation in politics are essential for all members of society, as it raises local issues that matter to voters and brings the United States closer to a sustainable and thriving democracy where public offices reflect all citizens.

When measuring women's leadership in politics, we must not only look to elected positions, but also the selection of women for government appointments, where officeholders may maintain the same or more power as elected officials. (Offices unique to the military sector, such as the Department of Defense and the Department of Veterans Affairs are included in the military chapter.)

Unlike other sectors, complete data sets are available in politics and government, because so much of this sector requires data collection by law. Moreover, the power and visibility of this sector, particularly in the media, has tremendous influence over other sectors.

Women Leadership in Politics

Women constitute a powerful force in politics. They have voted at higher rates than men in every presidential election

Only 9% of mayors in the 100 largest cities are women.

since 1980, and the gender gap in civic participation has grown slightly larger with each successive election. In the 2004 elections, 8.8 million more women than men turned out to vote (CAWP 2008). In the 2008 elections, 10 million more women voted than men, according to the Census Bureau. Yet, there has been little improvement in the last several years among female elected and appointed leaders.

Incremental declines or stagnation have continued through 2012, except for the United States Senate where women gained seats. Women comprise an average of 22.8 percent of all political and governmental leadership roles. If federal appointments were removed from the overall leadership calculations, women would be represented below 17 percent. Cabinet appointments and federal administrative agencies have bumped the overall percentage of women in government up in 2012.

City Elected Offices

Women have lost ground in mayoral offices from 2009-2012.

As of January 2012, women held 17.4 percent of mayoral offices in cities with populations over 30,000 (217 of 1,248). The percentage of women decreases significantly in the 100 largest

cities, where women comprise just 9 percent (9 out of 100), and two are women of color (CAWP 2012a). This is somewhat unusual among sectors in this study, in that women were more likely to be better represented among larger markets and audiences, such as in radio and school districts. However, this matches the trend among nonprofits, where as the budget grows, female representation in leadership shrinks.

Statewide Offices and Appointments

State Legislatures

In state legislatures across the U.S., women have made little progress in the last decade. As of June 2009, women held 24 percent of the seats in state legislatures, only two percentage points more than a decade earlier. As of December 2012, approximately 1,750 women serve in the 50 state legislatures out of the 7,382 total seats. Women comprise 23.7 percent of all state legislators, a very slight decrease from 2009 (National Conference of State Legislatures [NCSL] 2012).

Female legislators have the largest presence in Western,

As of June 2009, women held 24% of seats in state legislatures, only 2% more than a decade before.

POLITICS AND GOVERNMENT

northern Midwest, and some Southwestern and New England states, and are less visible in Southern and southern Midwest states. Colorado with 40 percent and Vermont with 38.9 percent currently have the largest percentages of female legislators in the country (NCSL 2012).

At the state level, women of color make up less than 5 percent of the 7,382 state legislators, and only 2 percent of the 314 statewide elected executives. Women of color constitute 4.8 percent of the total 7,382 state legislators and 3.5 percent of the total 317 statewide elective executives in Congress. The number of elected officials of color has risen only slightly over the last decade.

State Judicial Branch

Some state judgeships are elected while others are appointed by governors and/or legislators. Women's overall representation in state appellate judgeships has increased since 2005, when 26.61 percent of all women sat on state appellate courts. In 2012, 32 percent of state appellate court judges

were women (National Association for Women Judges [NAWJ] 2012). In seven years, women gained five percentage points on state appellate courts.

State Executive Positions

Since 2009, women have lost ground in the last decade as statewide executive officials, including governors and lieutenant governors.

- In 2009, women made up 23.6 percent of state executive officials (CAWP 2010).
- In 2010:
 - 26 women filed to run for governor, 10 women ran as candidates, and 3 won office.

- 40 women filed to run for lieutenant governor, 23 were candidates, and 8 won office.

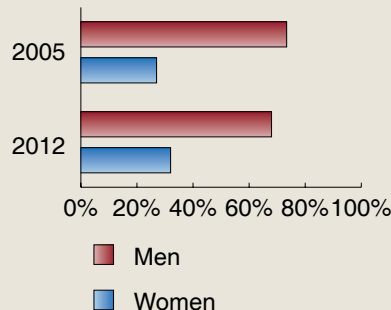
■ In 2012:

- 4 women filed to run for governor, and 1 won office.
- 11 women filed to run for lieutenant governor, and 7 won office.

- As of December 2012, 75 women hold statewide elective executive offices across the country, which is 23.4 percent of the 320 available positions (CAWP 2012).

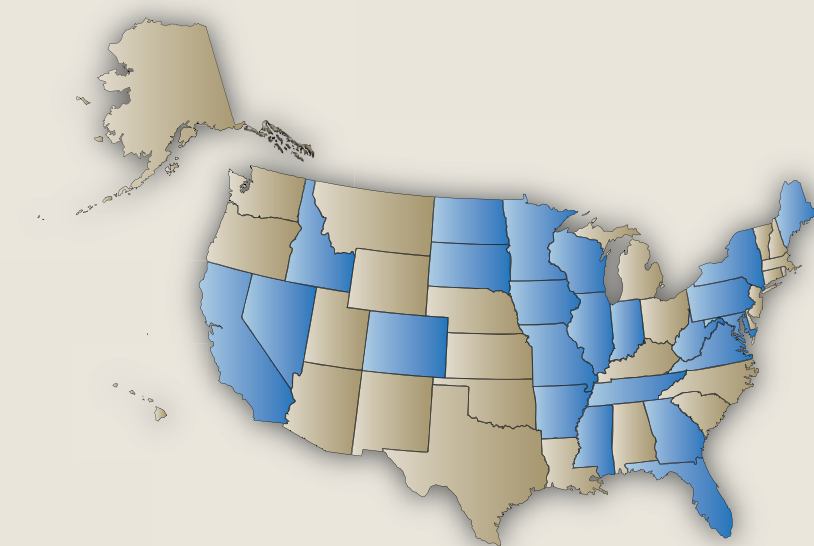
- As of January 2013, there are 5 female governors, and of the 43 states that elect a lieutenant governor, 12 of them are women.

Statewide Appellate Judgeships by Gender 2005 vs 2012



(NAWJ 2012)

The 24 States that Have Never Elected a Female Governor



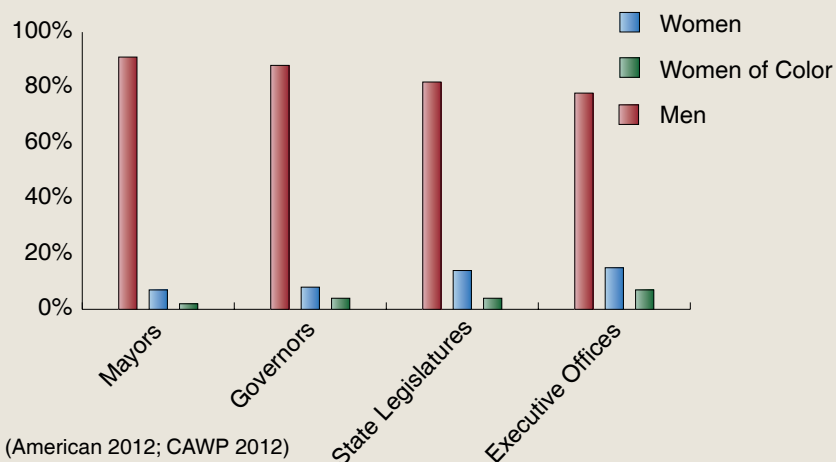
Arkansas	Illinois	Mississippi	Rhode Island
California	Indiana	Missouri	South Dakota
Colorado	Iowa	Nevada	Tennessee
Florida	Maine	New York	Virginia
Georgia	Maryland	North Dakota	Wisconsin
Idaho	Minnesota	Pennsylvania	West Virginia

(American 2012; CAWP 2012)

XI. The Status of Women in Leadership in Individual Sectors

POLITICS AND GOVERNMENT

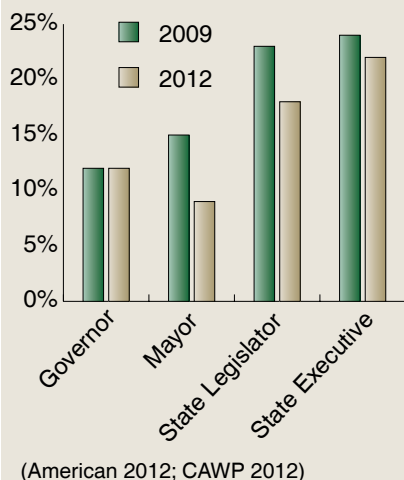
State and City Offices by Gender 2011



The U.S. has a lower percent of women in Congress than Pakistan or Iraq have in their national parliaments.

Since 2009, women of color have remained relatively constant in state and city representation and, in some incidences, gained incrementally. Yet, women in general have experienced significant declines across all leadership positions, except for gubernatorial office, which has remained the same.

Percentage of Women in Elected State and City Office

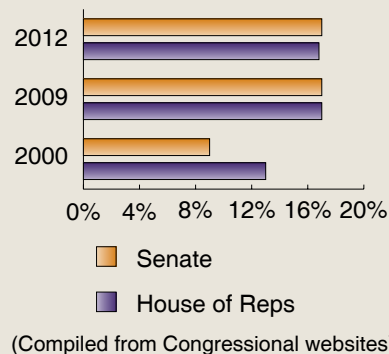


Overall at the state and local level, women comprise 12 percent of governors, 9 percent of large city mayors, 23 percent of the state legislatures, and 22 percent of state executive offices.

Federal Elected Offices

The U.S. is continuing to fall behind other countries with female representation in national legislatures. From 2005 to 2012, the U.S. fell from 71st to 79th among 189 countries with a proportional percentage of women in national legislatures. Pakistan, Iraq, Sudan, most Western European countries, and much of Latin America have a far greater percentage of women in

Women in U.S. Congress 2000, 2009 & 2012



their national legislatures (Inter-Parliamentary Union, 2012).

At the federal level, women continue to hover around 18 percent in Congress. In June 2009, women constituted less than 17 percent of the U.S. House of Representatives, up only four percentage points from 2000. In 2012, women held 16.8 percent of the seats in the House of Representatives. In 2013, women hold 20 percent of the seats in the Senate and 17.7 percent of the House — a gain of 3 percentage points and 1 percentage point respectively from the previous year.

In 2012, of the women who filed to run for a national legislative seat, more than 50 percent won the election. Stated differently,

- 36 women filed to run for U.S. Senate and 18 won office.
- 299 women filed to run for the House and 166 won office.

Women hold 5 of the potential 40 Congressional committee chairs.

POLITICS AND GOVERNMENT

The chairpersons of the Senate and House committees have tremendous power in determining which bills will move for a full vote and in establishing legislative priorities. These powers are particularly true in a divided Congress.

In 2012, among the 20 standing Senate committees, four have women chairs and four have female ranking members, an increase from 2009. In 2002, Nancy Pelosi (D-CA) became the first female House Minority Leader, and from 2007-2011, she became the first female speaker of the House. In 2012, the Democrats lost a majority in the House and Representative Pelosi returned as the minority leader.

The House, however, experienced a decline since 2009 in ranking committee chairs held by women. Only one woman chairs a House of Representatives committee (5 percent), with three other House committees having a ranking female on them (15 percent). No women serve in leadership roles on the five most powerful committees — House Appropriations, Ways and Means, Rules, Budget, Energy and Commerce in either body. On average, women Representatives and Senators comprise 15 percent of the ranking members and chairs of the U.S. Congress.

Today, women of color make up a little less than five percent of the House, and hold no seats in the Senate. Women of color constitute 5 percent of the total 535 members of Congress (CAWP

Women Committee Chairs in Congress 2012

Senator Debbie Stabenow Senator Barbara Boxer Senator Mary Landrieu Senator Patty Murray	Agriculture Environment and Public Works Small Business and Entrepreneurship Veterans Affairs
Representative Ileana Ros-Lehtinen	Foreign Affairs

(Compiled from Congressional websites)

2012 Congressional Committees w/ Ranking Women

Senate Committees	House Committees
Energy & Natural Resources Commerce, Science & Transportation Homeland Security & Government Affairs Small Business & Entrepreneurship	Rules Science, Space & Technology Small Business

(Compiled from Congressional websites)

2012b, p. 1). From 1993–1999, the Senate had one woman of color, Carol Mosley-Braun. The Senate did not have another woman of color until more than a decade later, when Hawaii elected Mazie Hironaka in 2013.

A brief overview of Congressional wins by women of color provides context for their constant underrepresentation. A total of 44 women of color have served in the U.S. Congress.

Representative Patsy Mink of Hawaii won election to the U.S. House of Representatives in 1964, with four other Asian-Pacific-American women having since followed her.

The first African-American female elected to Congress (in 1968) was Shirley Chisholm (D-NY). She was also the first woman to run for the Democratic presidential nomination. Since Senator Chisholm, 30 African-American women have followed her (Women in Congress 2012).

Women hold 5 of the 40 Congressional committee chairs.

The first Latina-American woman elected to Congress, Representative Ileana Ros-Lehtinen (R-FL), entered the house in 1989, with six other Latina-American women having since followed her.

Federal Appointments

Presidential appointments vary from federal judges to the leadership of the executive branch. While the President may appoint nominees, Congress must confirm them. On a rare occasion, Congress rejects a nominee or a nominee withdraws due to public and Congressional pressure.

Judicial Appointments

Three of the nine Supreme Court Justices are currently women, or one third of the bench. The 2013 Court has the greatest representation of gender and ethnic diversity in its history. Throughout history, only four of the 119 Supreme Court Justices have

POLITICS AND GOVERNMENT

Only four of the 119 Supreme Court Justices in history have been women. Three serve now.

been women. Of the 32 federal judges awaiting congressional confirmation, nine are women. There are currently 341 women judges in the federal judiciary, and 314 people of color (US Courts 2012). In 2012, approximately 26 percent of women occupy federal judgeships.

Number of Federal Judgeships in 2012

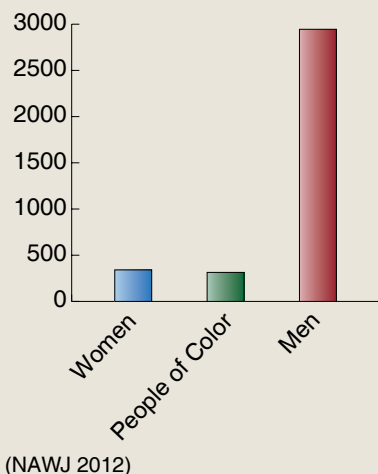
Federal Cabinet Appointments

Since Franklin D. Roosevelt appointed the first female, Frances Perkins, to his cabinet in 1933, a total of 40 women have been named to these prestigious and highly visible positions.

In 2012, there were 16 cabinet appointments, including the Office of the Vice President, and seven cabinet-level appointees, including the President's Chief of Staff, for a total of 23 cabinet and cabinet-level appointments (The White House 2012). Prior to 2008, 22 cabinet and cabinet-level positions existed when President Obama elevated the Ambassador to the United Nations to a cabinet-level position, making the seventh female appointment possible.

President Barack Obama appointed four of the sixteen-

Number of Federal Judgeships in 2012



member cabinet positions to women during his first term in office — approximately 25 percent. He had also appointed three of the seven cabinet-level positions to women, or 42 percent. President Obama appointed eight women to active appointments, with one, Dr. Christina Romer, Chairwoman of the Council of Economic Advisers, resigning within three months after speculated economic policy disagreements (Associated Press 2010). Seven women remained as cabinet and cabinet-level appointees. Acting Secretary of Commerce, Dr. Rebecca M. Blank, is not reflected in the total cabinet and cabinet-level positions because of her interim role. In total, President Obama appointed 30 percent of his cabinet to women during his first term.

Women of color comprised 13.6 percent of President Obama's cabinet (one of the 16 cabinet members and one of the six cabinet-level positions) (White House 2012).

To date, women have yet to hold three cabinet positions: the Department of Defense, Department of Treasury, and the Department of Veterans Affairs.

Unfortunately, during his second term President Obama has not nominated a single woman to fill vacancies, and as a result, his cabinet only includes two women in 2013, and two cabinet-level officials, or 19 percent. Only one woman of color is represented in the cabinet-level appointments, and none in the cabinet.

On a related note, in analyzing Presidential appointments, researchers of this report also reviewed the number of times Congress has rejected appointees to determine how, if at all, this rejection delineates along gender lines. Of the approximate 500 executive and 125 Supreme Court appointments before Congress, eight (less than 2 percent) have either been rejected or withdrawn primarily due to mounting criticism, three of which have been women, or 38 percent — a high percentage, considering the few women appointees. These women include President Clinton's appointee Zoe Baird and President George

Women held 7 of the 23 Cabinet positions under President Obama's first term ending 2012. That dropped to 4 in his second term.

XI. The Status of Women in Leadership in Individual Sectors

POLITICS AND GOVERNMENT

W. Bush's appointees Linda Chavez and Harriet Miers (US Senate, 2012).

Federal Agency Appointments

The public often pays little attention to agency appointments, and yet these appointments directly affect all Americans rather immediately. The various federal agencies set agendas and create, enforce and adjudicate

policies. Tremendous power lives with the agency head and within the agency. The following chart breaks down the demographic profile of senior agency leaders. Women constitute 26 percent of senior leadership roles on average across all governmental agencies in 2012.

None of the major federal agencies have a representational

number of women or women of color in senior leadership roles. The agencies with the poorest representation of both women and women of color have had only one person of color or only one female agency head over the last 12 years. The six agencies with an average of 30 percent or more representation have had at least two persons of color and/or one or more fe-

Federal Agency Appointments 2006

	Total # Senior Women	Total # Senior Men	Senior People of Color*	Senior Women of Color	Senior Men of Color	Total % Senior Women	2000 Agency Head a Woman?	2006 Agency Head a Woman?	2012 Agency Head a Woman?
Agriculture	126	353	83	28	55	25.7%	No	Yes	No
Commerce	138	536	75	21	54	25.7%	No***	No**	No
Education	64	97	27	13	14	39.8%	No/No**	Yes	No
Energy	114	483	86	28	58	19.1%	No**	No	No
EPA	114	221	49	19	30	34.1%	No	Yes	Yes**
Health & Human Services	705	1,657	420	149	271	29.8%	Yes	No	Yes
Housing & Urban Dev.	91	165	75	39	36	35.5%	No**	No**	No
Interior	99	264	81	24	57	27.3%	No	Yes	No**
Justice	1,245	2,915	651	231	420	30%	Yes	No**	No**
Labor	74	164	38	20	18	31.1%	Yes*	Yes	Yes**
NASA	106	457	89	27	62	18.8%	No	No	No**
Social Security	258	1091	186	58	128	19.1%	No	Yes	No
State	65	155	16	6	10	29.5%	Yes	Yes**	Yes
Transportation	126	320	73	29	33	28.2%	No*	Yes	No
Treasury	169	367	92	33	59	31.6%	No	No	No
TOTAL AGENCY REPRESENTATION	4,961	13,955	2,798	962	1,836	26.2%			

*Blacks, Asians or Pacific Islanders, Hispanic, American Indian or Alaskan Native.

**The department head also identified as a person of color.

*** Secretary Norman Mineta served as the Commerce's head for six months beginning July 2000–January 2001.

Sources⁴⁰

⁴⁰ Sources: <http://www.opm.gov/feddata/html/2009/September/table26.asp>; <http://www.opm.gov/feddata/html/2009/September/table11.asp>; <http://www.opm.gov/feddata/html/2009/September/charts.asp>; All pay plans, women only <http://www.opm.gov/feddata/demograp/table2w.pdf>; <http://www.opm.gov/feddata/html/2009/September/table26.asp> <http://www.opm.gov/feddata/demograp/table2w.pdf>

POLITICS AND GOVERNMENT

Treasury had 31% females in senior leadership positions, yet a female has never headed up the department.

males in the top agency position over the last 12 years, except two — Treasury and Social Security Administration.

The Department of the Treasury had more than 31 percent females in senior leadership positions and yet never had a female or person of color as their agency head. In seeking to understand why, researchers compared how employees of Treasury and those in the Social Security Administration (SSA) viewed their workplace. SSA was selected, because the agency has a large percentage of women employed but a small percentage of women in leadership roles.

The Office of Personnel Management conducted an employee satisfaction survey — Federal Employee Viewpoint Survey — of the Social Security Administration (SSA) in May 2011 as mandated by federal regulations with all government agencies. SSA employees evaluated the organization very favorably overall. SSA demographic information consists of 68 percent female, 32 percent male, and 45 percent identifying as people of color. More than 55 percent of Social Security Administration (SSA) employees

completed the survey. Of the survey respondents, 66 percent were females, and 87 percent were in non-supervisory roles. Approximately 45 percent were non-white or identified as people of color. Questions with a positive response rate of 65 percent or higher indicated that employees were very satisfied with their individual accomplishments and personal commitment to the agency. Responses that received a response rate of 35 percent or lower indicated that respondents were dissatisfied with promotions, hiring and merit increases.

In examining the employee responses, researchers delineated a positive response rate of 50 percent or higher as positive, which is more generous than the delineation made by the government. Researchers also delineated a negative response rate of 49 percent or lower. This delineation was made because of the statistical and representational significance of the survey respondents. In other words, if less than half of the respondents were dissatisfied, their responses were not as significant as those for whom dissatisfaction was found among the majority of respondents. Researchers are hoping to explain the tremendous lack of women leaders in the Social Security Administration.

- My work unit is able to recruit employees with the right skills. 44.8 percent
- Promotions in my work unit are based on merit. 37.3 percent

- Pay raises depend on how well employees perform their jobs. 21.5 percent
- How satisfied are you with the opportunity of getting a better job in your organization? 45.5 percent
- How satisfied are you with life-work programs (Life-Child Care/Life-Elderly programs and telecommuting/flexible work schedules) in your organization? 22 percent

It is important to note that an average of 22 percent of survey respondents indicated that they were satisfied with Life-Work programs, and yet only 2 percent of survey respondents actually participated in such programs. This is significant because many claim that Life-Work programs are particularly important for women's advancement.

In a ranking of the top government agencies to work for, the Department of the Treasury ranked ninth while the SSA ranked higher in fourth place. Whereas SSA employees reported much higher levels of satisfaction with the type of work and their individual contributions, Treasury employees reported higher levels of satisfaction than SSA's low performing areas discussed above. On average, Treasury employees reported 5 to 22.2 percent higher levels of satisfaction in areas related to promotions and hiring practices, and in particular, Life-Work programs such as alternative work schedules and

POLITICS AND GOVERNMENT

telecommuting. These programs may have the greatest impact on female employees due to family responsibilities (Office of Personnel Management 2011). In addition, the Department of Treasury identifies a diverse workplace, opportunities for career advancement, and flexible schedules as key reasons to work for the agency. See Appendix A for specific Treasury language.

The distinction to be made in examining these administrative agencies is two-fold. On the one hand, women's leadership has been shown to increase when a female or at least two men of color headed the agency during the last 12 years. On the other hand, the Social Security Administration was the only agency with a female head during the last 12 years, yet had a low percentage of women leaders. Conversely, the Department of Treasury has never had a female head or a man of color, yet has a high percentage of female senior executives. Employees directly reported differences in how their agency hires and promotes. Treasury employees indicated that performance drove promotion and hiring practices, whereas the SSA employees indicated that personal relationships drove such practices. To determine the role of hiring and promotions in women's leadership is an important area of future research.⁴¹

Salaries and Earnings

Salaries for government employees are established by law and do not vary with the gender. But because women are still concentrated on the lower rungs of politics, on average, they will earn less over the span of their careers than men. For example, there are only three women among the 10 highest-paid

governors whose salaries range from \$70,000 to \$206,500. Only two women were among the 10 highest-paid governors whose salaries range from \$70,000 to \$179,000 in 2010.

As the salary chart below illustrates, women have not attained the higher salaried offices.

Salaries of Political Leaders 2012

Position	Salary	Year	Number of Women
President	\$400,000 (+ \$50,000 expense allowance)	2012	0
Vice President	\$230,700	2011-2012	0
Secretary	\$199,700	2011-2012	7 out of 23
Senate	\$174,000	2012	17 out of 100
-Majority Leader	\$193,400	2012	0
-Minority Leader	\$193,400	2012	0
House	\$174,000	2012	76 out of 435
-Majority Leader	\$193,400	2012	0
-Minority Leader	\$193,400	2012	1*
-Speaker of the House	\$223,500	2012	0
Supreme Court Chief Justice	\$223,500	2012	0
Supreme Court Associate Judge	\$213,900	2012	3 out of 9 confirmed
Federal Circuit Court Judge	\$184,500	2012	14 out of 37 appointees
U.S. District Judge	\$174,000	2012	62 out of 146 appointees
Governor	\$130,595 (ranging from \$70,000 in Maine to \$179,000 in New York)	2010-2012	6 out of 56**

(Longley 2012a; Longley 2012b; BLS 2012; Stateline 2011)

*Representative Nancy Pelosi, the current Democratic Leader of the House, also served as the first woman Speaker of the House from 2007-2011.

**The total number of governors includes the fifty U.S. states, five territories and the District of Columbia.

⁴¹ A follow-up to this report includes a book authored by this study's lead researcher, Tiffani Lennon, and published by Praeger Press that will examine the hiring and promotional practices of organizations and companies with the highest percentage of female leaders. The book will be released early 2014.

POLITICS AND GOVERNMENT

Women candidates received 11% of the top ten PAC contributions in 2012.

Political Donors and Lobbyists

Americans have become very familiar with the high cost of running for office and the fundraising “machine” that surrounds top political campaigns. The machine usually refers to the origin of campaign contributions, which can often become rather convoluted and complex, particularly with the influx of political action committees (PACS) and lobbyists in political campaigns. Contributions and influence from PACS and lobbyists have a growing presence in U.S. politics.

To exclude this analysis would leave a gap in understanding the gender disparity in politics and government created by the lack of outside funding for women. Outside funding reflects campaign contributions given on behalf of and/or in support of a candidate and are provided in addition to a candidate’s direct campaign fundraising. Data was compiled on three major areas of outside funding: PACs, parties, and lobbyists. On average, women receive 15.3 percent of campaign dollars identified in this report.

More specifically, among the top ten House candidates who received the most PAC dollars, no woman was represented. Among the top ten Senatorial candidates,

two were women. In total, women received 11 percent of the top ten PAC contributions in 2012.

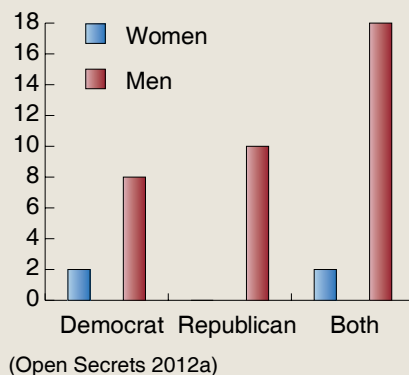
Among the top ten candidates who received PAC contributions for the House of Representatives, no Republican woman, eight Republican men, four Democratic women, and no Democratic men received PAC dollars in 2012. This may help to explain why 58 Democratic women serve compared to 19 Republican women.

Among the ten top U.S. Senate candidates who received the most PAC dollars, two women out of eight Democrats received PAC dollars and zero women out of four Republicans. The dollars received by female candidates for Senate may explain the increase in elected female Senators.

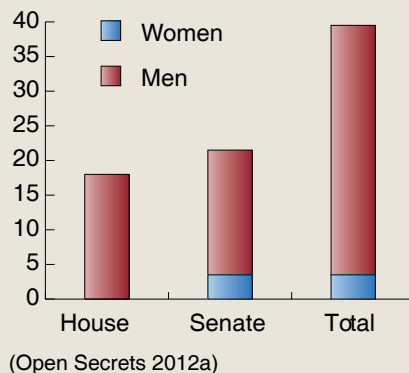
Three of the top ten candidates who received the most party dollars from both the House and the Senate were women receiving 15 percent total. Since September 2012, the Democratic Party has contributed more to female congressional candidates than the Republican Party. In fact, Democrats distributed dollars almost evenly between male and female candidates although they gave to fewer women than men. It is unclear why the Republican Party contribution was disproportionately low for female candidates. Historically speaking, more women officeholders have been Republican.

In expanding the criteria to the

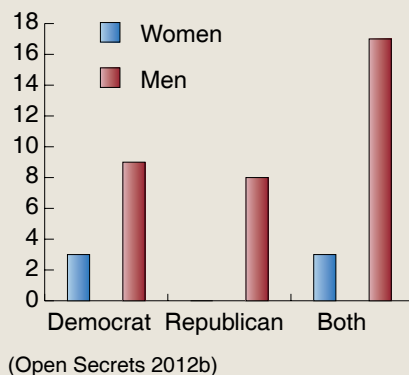
Top 10 Candidates Receiving the Most PAC Dollars 2012



Top PAC Dollars Received by 24 Congressional Candidates 2012 (in millions)



Top 20 Funded Candidates by Gender 2012



POLITICS AND GOVERNMENT

Democrats distributed dollars almost evenly between male and female candidates.

Party Dollars Received by All Candidates and Gender 2012



(Open Secrets 2012b)
**18 Democratic Candidates
*25 Republican Candidates

Party Dollars Received by All Candidates and Gender 2012



(Open Secrets 2012b)

top 20 funded candidates, three were Democratic females, nine were Democratic men, and eight were Republican males (Open Secrets 2012b).

In comparing all congressional candidates, only one female Republican out of 17 total candidates received party contributions for House races. For the Senate, one woman received funds out of eight Republican candidates. In sum, 23 male Republican Congressional candidates received party contributions, compared to two female candidates (Open Secrets 2012b).

More Democratic lobbyists and their family members have supported female candidates than Republican lobbyists. Among the top ten Democratic candidates, two were women or 20 percent. There was no Republican woman represented in the top ten.

Among the 100 political candidates who received lobbyists, 52 were Democrats and 48 were Republican. This data, which is based on 100 candidates, needs to be tracked and evaluated over the course of several years to better understand the correlative factors present, if any.

Recommendations for Closing the Leadership Gap

Areas of Future Action

Women's underrepresentation in top political and governmental positions at the city, state and federal levels creates an intellectual power gap in the U.S., and ultimately is a detriment to the American people. There are some obvious ways that women's representation in politics and government can be improved.

- Support training programs designed to prepare women to run for office, including media training.
- Challenge pundits, newspaper editors, and even family members and neighbors who suggest women make poor or emotional decisions and/or are not equipped to hold political leadership roles.
- Hold media outlets and journalists accountable for their coverage of women leaders and candidates.
- Encourage women to run for office. Given that 80 to 98 percent of incumbents have been re-elected in the United States, and the vast majority of those are men, it is clear that the hurdles for women are likely to remain, unless more women are asked and/or offer to run for office.
- Form networks and communities to support women in their bid for office.

POLITICS AND GOVERNMENT

- If you are a woman, run for political office. Expect unfair criticisms, but do not allow those criticisms to deride your campaign.
 - Donate to and volunteer for women candidates that reflect your political views.
 - A consolidated effort needs to be made to appoint women to head offices never held by a woman before: Office of the Vice President, Department of the Treasury, Department of Veterans Affairs, and Department of Defense.
 - A public awareness campaign should be launched bringing attention to the fact that women have remained stagnant in political and governmental leadership positions for more than a decade.
 - Because agency appointments are such an integral part of U.S. policy and enforcement, research should further explore high-performing agencies with high representations of women.
- ### Areas of Future Research
- A qualitative study exploring motivations and decision-making in outside campaign funding sources identified in this report.
 - External campaign funding should continue to be tracked and monitored on behalf of female candidates.

POLITICS AND GOVERNMENT

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POLITICS AND GOVERNMENT

Appendix I

Top 10 Reasons to Work for Treasury

<http://www.treasury.gov/careers/Pages/Working-For-Treasury.aspx>

1. **Distinguished Mission:** Treasury has a distinguished history dating back to the founding of our nation. Today, as the steward of U.S. economic and financial systems, Treasury is a major and influential participant in the global economy.
2. **Influence on Policy:** Treasury employees research, analyze and inform policy decision-makers on current and emerging economic issues facing the Nation. They collect the taxes that make government work, print the money, issue the checks, and keep track of the nation's debt. Your work plays a role in shaping the economy of our country.
3. **Professional Work Environment:** Our primary goal is to maintain the trust of the American people. Our work environment offers open communication and respect of individual contributions so employees are motivated and empowered to perform their job.
4. **Public Service:** Treasury challenges you — on your very first day — to ask yourself, “What can I do today to improve the lives of the American people?” Treasury employees work together to face and meet the economic challenges of our nation and serve the American people.
5. **Learning and Growth:** Energetic and talented employees work together to collaborate with one another to create a continuous environment of learning. As the nature of our work continues to change and grow, we work to ensure our employees are prepared to meet the challenge. You will have the opportunity to hit the ground running, learning and gaining experience every day.
6. **Multi-Stage Career Opportunities:** The Department and its bureaus have unique opportunities for professionals at any career level. Whether you're just starting out in your career or looking for a later career challenge as a bridge to retirement, we have a place for you.
7. **Location, Location, Location:** Treasury's headquarters is located in the heart of Washington, DC with offices on 15th and Pennsylvania, next door to the White House, a few blocks from the McPherson Square and Metro Center metro stations, and close to shops, museums, and restaurants. We have offices in most major cities across the country.
8. **Flexible Schedules and Work/Life Balance:** We recognize that each employee has unique personal interests and responsibilities to balance with a busy work schedule. In addition to 10 paid holidays, 13–26 vacation days (depending on service), and 13 days of sick leave each year, your manager may be able to offer you flexible work schedules and/or telework options to help you balance work and family.
9. **Competitive Salaries and Benefits:** We provide competitive salaries and benefits to include great health coverage and retirement plans, 401(k)-type investment plans including matching options, life and long-term care insurance, and flexible spending accounts. In addition to our salary and benefits package, we offer generous transit subsidies, on-site health offices, fitness centers, and child care programs.
10. **Diversity:** We recognize the value of a diverse workforce and strive to ensure an environment where every individual can advance to his or her full potential.

Diversity

A diverse workforce increases productivity and enhances the Department's ability to maneuver in an increasingly competitive market. To that end, the

POLITICS AND GOVERNMENT

Department is committed to creating the conditions that allow its programs and activities to perform efficiently and effectively, while continuing to drive results through performance and cost-based decision-making, aligning resources to deliver outcomes, investing in, securing and leveraging information technology, closing skill gaps, recruiting and retaining a high performing workforce, and developing effective leadership. Therefore, managing diversity at the Department of the Treasury involves creating and maintaining a work environment that:

- 1. Attracts the widest pool of talent;
- 2. Provides opportunities for all employees to maximize their potential and contribute to the agency’s mission; and
- 3. Ensures all employees are treated with dignity and respect.

The Office of Civil Rights and Diversity (OCD) in conjunction with the Office of Human Capital Strategic Management is charged with ensuring the recruitment and retention of a well-qualified diverse workforce to meet the current and emerging mission-related needs of the Department of the Treasury.

XII. The Status of Women

in Leadership in Individual Sectors

RELIGION

Religion is as much part of political and governmental discourse as democracy, elections and voting. Whether overtly or subtly, religion often inspires debates, policies, laws and protests. Religious views and institutions drive social agendas, wars, diplomacy, and can be a source of tremendous political influence. Some may argue that religious extremists are predominantly responsible for the contrived moral panic plaguing some parts of the United States and abroad.

To a large extent, religious institutions are often legally unaccountable bastions of gender inequality. Many religious feminists such as Blu Greenberg, members of the Episcopal Church, Ray Bourgeois, Reza Aslan, and Naylene McBaine have worked to effectuate the public's wide support for women religious leaders. In fact, more than 80 percent of the U.S. public welcomes prominent roles for female religious leaders (Roper 2008).

Despite the support of parishioners and followers nationally, leaders of most religious institutions have actively rejected prominent leadership roles of and for women. Understanding the current leadership of religious institutions will help prepare religious feminists and their supporters to advocate for change. Therefore, the presence and absence of women religious leaders will be explored in this chapter.

“The truth is that male religious leaders have had -- and still have -- an option to interpret holy teachings either to exalt or subjugate women. They have, for their own selfish ends, overwhelmingly chosen the latter. Their continuing choice provides the foundation or justification for much of the pervasive persecution and abuse of women throughout the world.”

— Former President Jimmy Carter, speaking to the *Parliament of the World's Religions* in 2009

Women in Religion

While several institutions and research centers seek to measure U.S. religious affiliation, it is important to note that there exists a tremendous gap in data about affiliation, practices and leadership in the U.S. For example, the U.S. Census Bureau does not ask people about their religious affiliation, and religious organizations lack transparency in leadership. Additionally, religion is much like race in terms of self-identification and self-appraisal, and therefore, varying measurements of identity. With this stated, researchers have sought

to capture the religious makeup of the U.S. and religious leaders overall with little available data.

Seven major religions exist in the United States; three of the seven are Christian-based and comprise the majority of religious participants.

Understanding the current leadership of religious institutions will prepare religious feminists and their supporters for change.

XII. The Status of Women in Leadership in Individual Sectors

RELIGION

U.S. Religious Participation 2012

Religion	% of U.S. Population
Protestant*	48-51.3%
Roman Catholic	23.9%
Mormon	1.7%
Christian	1.6%
Jewish	1.7%
Buddhist	.7%
Muslim	.6%
Other/Unspecified	2.5%
Unaffiliated*	12.1-20%
None	4%

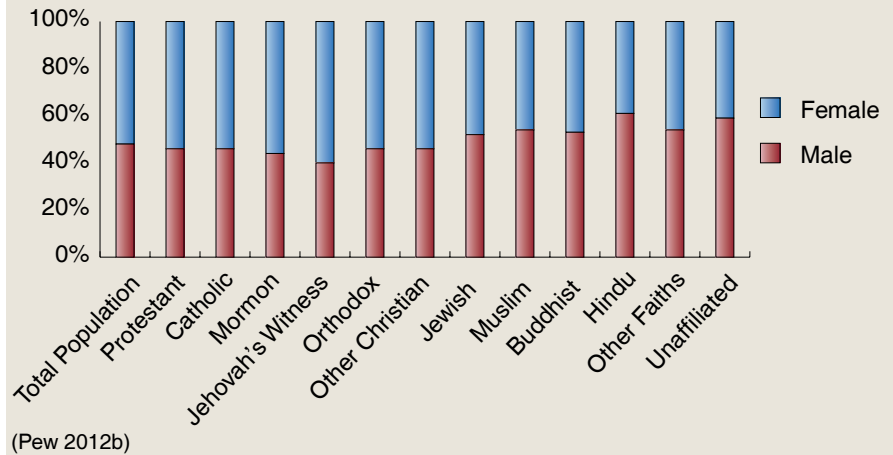
* According to Pew Research Center, there exists fewer Protestants (48 percent) and more unaffiliated (20 percent) compared to the percentage estimated by the U.S. Central Intelligence Agency (CIA World Factbook 2012a; Pew 2012a).

Among the United States' more popular religions, women followers comprise more than half of each faith. Among Jewish, Muslim, Buddhist and Hindu faiths, women followers comprise less than 50 percent.

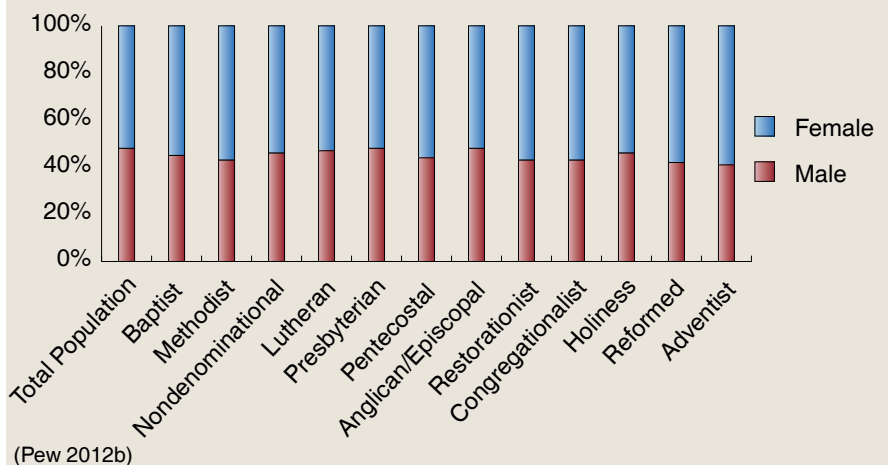
The number of Americans who do not consider themselves affiliated with any religion has grown from 15 percent to almost 20 percent since 2007, which is the highest percentage ever recorded by the Pew Research Center (Pew 2012c). Forty-six percent of women identify as following an "other" faith and 41 percent identify as unaffiliated. Women's religious affiliation has remained virtually unchanged since 2009 (TWHP 2009).

The number of unaffiliated Americans has grown over the last 5 years among White Ameri-

Gender by Religious Affiliation 2012



2012 Affiliation by Gender



cans, and the number of Protestants decreased from 53 percent in 2007 to 48 percent in 2012. While the number of Whites identifying as unaffiliated has risen by 5 percent, the number of Blacks and Hispanics who identify as unaffiliated has remained unchanged (Pew 2012c). The racial composition of former Protestants is unknown but it can be assumed that Whites comprise the majority of those who left the Protestant faith.

The percentage of women attending seminary averages 33 percent. The greatest gender gap exists among non-U.S. students (i.e. visa students) followed by Asians and then Latinos and Whites. There were considerable gender differences in seminary attendance among most racial groups, except Blacks and Native Americans. Among Native Americans the gender gap was less than 20 percent; Black males and

RELIGION

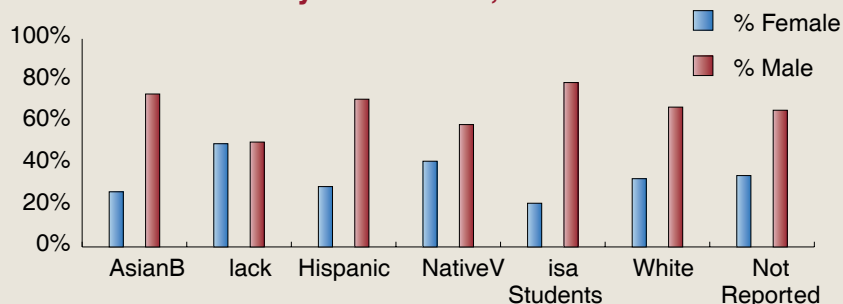
As the size of the organization grows the percentage of female leaders shrinks.

females attended seminary at nearly equal percentages. However, when just doctoral seminary students are examined, there are far fewer women. This is likely to be the result of limited opportunities for female leaders in most major religions in the U.S.

Women in Leadership

Female religious leaders compare to non-profit and philanthropic leadership in that women are far more likely to lead small and moderate size religious organizations; as the size of the organization grows the percentage of female leaders shrinks. To illustrate the average attendance of protestant services led by a male is 103 adults compared to 81 for services led by a female. In 2009, there were twice as many women senior pastors as there were in 1999, yet this still equates to only one in ten of U.S. religious organizations that employs a female senior pastor (Barna Group 2009). Since 2009, the percentage of female leaders has remained virtually unchanged. What the researchers of this report were unable to uncover about women's religious leadership is far greater than what was uncovered.⁴²

2011 2012 Seminary Enrollment, All Levels



(Association of Theological Schools [ATS] 2011)

As in other sectors, the impact of women-led and founded religious organizations has had a positive impact on the overall number of female leaders within the organization. Consider the following: six females have been credited with the founding of several modern world religions, all of which are part of the New Thought Movement of the 19th and 20th centuries. Among the female leaders: Emma Curtis Hopkins founded the New Thought Movement; Mary Baker Eddy founded Christian Science; Malinda E. Cramer founded Divine Science; Helen Blavatsky founded Theosophy; Myrtle Fillmore and her husband founded Unity Church; and Ellen White founded the Seventh Day Adventist (AAR 2012; Fiedler 2010). These religions have many commonalities including inclusivity, self-realization, and human universalism. Not surprisingly, more women comprise the leadership of these organizations in 2012 than the major religions covered in greater detail in this chapter. Data on the leadership

of New Thought religious organizations is also widely accessible to the public.

Baptist

While some religious groups have expanded the role of women in leadership roles, others have curtailed women's abilities to hold leadership positions. The Baptist Church, the largest Protestant denomination in the U.S., has prohibited women pastors since 2000 (Fiedler 2010; Fairchild 2012). The Baptist Church is also an illustration of an apparent division within many Christian religions particularly as it pertains to gender roles and responsibilities in the church. In 2010, 53 women were ordained as ministers in Baptist churches, and the church maintains that thousands of women have served in ministry without being ordained (Durso 2010). In 2010 more women served as pastors than in 2005, despite the fact that women are not officially permitted to do so.

⁴² For example, it appears that some Pentecost churches permit women leaders and some do not. Virtually no data is available on the status of the church's leadership particularly the role of women. Because no creditable data source can be found, the Pentecost Church has been excluded from this chapter.

XII. The Status of Women in Leadership in Individual Sectors

RELIGION

Percentage of Female Baptist Chaplains and Counselors



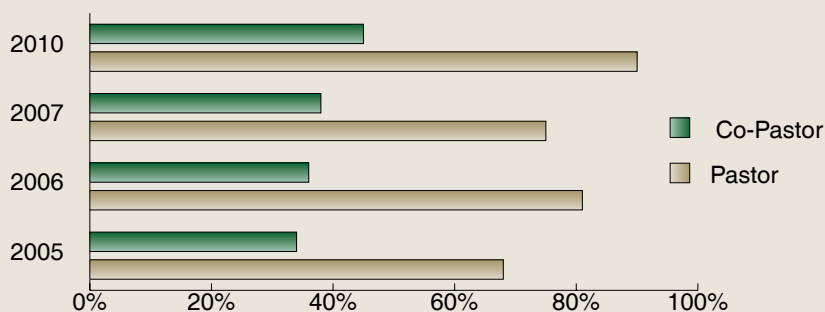
Researchers of this report expect that women pastors will rise despite the church's gender prohibition because female students and missionaries continue to rise. Enrollment at Baptist-affiliated schools dropped in 2010, and yet, the percentage of female students increased from 38.5 percent to 39.4 percent. Women also made up 54 percent of all field missionaries in 2012 (Durso 2010).

Additionally, the percentage of female chaplains and counselors has increased slightly over the last five years or so. The steady but small increases of visible female Baptist leaders also suggest that the percentage of women leaders will rise slowly and steadily.

Catholicism

The Catholic Church is the oldest established western Christian church, and is also the world's largest religious structure. Perhaps its rigor for traditionalism explains why it maintains gender disparity,

Number of Women Pastors in Baptist Religion



(Baptist Women in Ministry [BWIM] 2010)

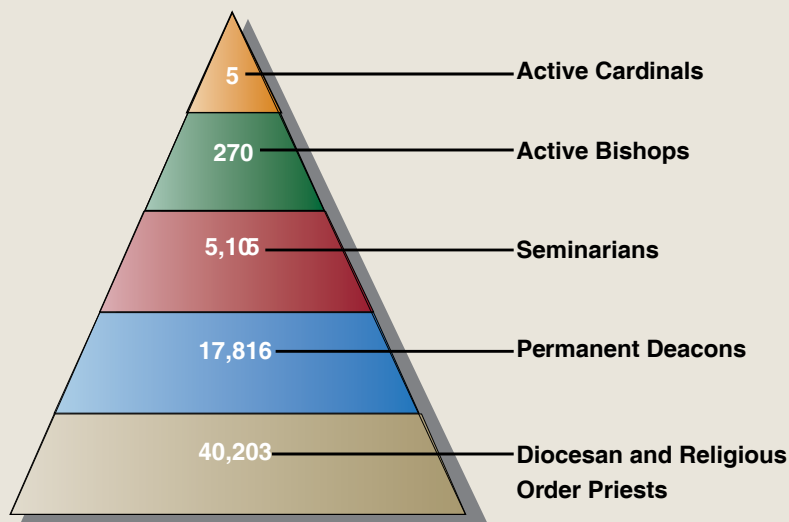
particularly within its leadership. For example, nuns are not ordained but they live a life "consecrated to God" (Catholic Pages 2012). In 2010, the Vatican decreed that ordaining women is a sin of the same magnitude as pedophilia (Hooper 2010).

Women cannot be ordained as deacons, priests, or bishops, and the ordained ministry is a necessary step to institutional leadership (Fiedler 2010). The

church also prohibits women from leading mass or giving communion. These Catholic policies seem to be enforced consistently and unilaterally, unlike the policies of the Baptist Church.

There is no question that Catholicism in the U.S., in general, has been decreasing significantly since 1975. While the number of graduated seminarians and parishes has remained constant over the years, the number of

Catholic Leadership in the United States 2012



(United States Conference of Catholic Bishops [USCCB] 2012)

RELIGION

priests and sisters has declined steadily. Perhaps it is no coincidence that as the number of priests has declined, the number of deacons has risen.

Aside from that which has already been stated there exists virtually no data on Catholic women, or religious sisters. A secondary analysis reveals that there has been a steady decline of Catholic nuns in the U.S. To illustrate, the Leadership Conference of Women Religious, a “mainstream organization that represents approximately 80 percent of the 57,000 nuns in the U.S.” explains that Catholic Churches have alienated nuns (Cary 2012). Some have speculated that the decline of priests is due to the vow of celibacy and prohibition of marriage, although the decline of priests has not been as drastic as the decline of nuns.

Since nuns are prohibited from being ordained leaders, approximately 3,000 out of 17,000 Catholic Churches in the U.S. are

operating without such a leader (Cary 2012). The gap in Catholic leadership in the U.S. has forced some churches to close.

Episcopalian

Unlike the Catholic Church, the Episcopalian Church has been ordaining females as deacons, priests and bishops since 1976. The church is one of the most transparent major religious organizations in the U.S.

The Episcopal Church also has a Church-led women’s organization devoted to equality; some key points from the Episcopal Women’s Caucus include:

- Advocating for equal pay for work of equal value in the church and in the world.
- Working for increased appointment or election of women to leadership roles, including the episcopate.

Episcopalians claim the highest percentage of female leaders among any of the major religions in the U.S.

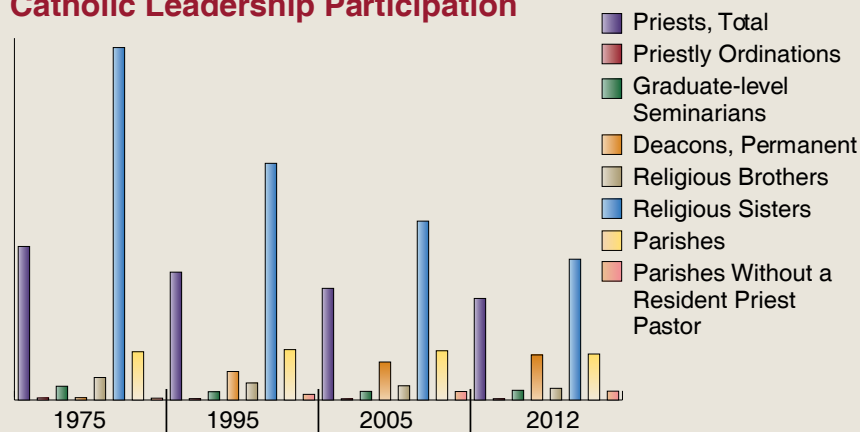
- Work for inclusion of women and minorities in the church Calendar and Sunday lectures (The Episcopal Women’s Caucus 2012).

The Episcopalian Church is divided into 2 houses: the House of Bishops and the House of Deputies. Each house shares governing power equally. The President of the House of Bishops is Dr. Katherine Jefferts Schori. Dr. Katherine Jefferts Schori presides over the House of Bishops and its 300 bishops.

The President of the House of Deputies is Rev. Gay Clark Jennings—the first ordained woman to hold the position (Episcopal Church 2012a). The Vice President of the House of Deputies is Byron Rushing. In the House of Deputies is The Council of Advice, which is comprised of 9 appointed members. In 2012, 2 of the 9 members are women, or 22.2 percent (House of Deputies 2012).

Episcopalians claim the highest percentage of female leaders among any of the major religions in the U.S. In fact, 31 percent of rectors and vicars, or parish priests, are female. This is an increase of females compared to 2007 when women represented

Catholic Leadership Participation



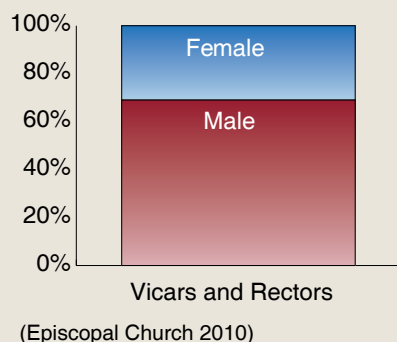
(Center for Applied Research in the Apostolate [CARA] 2012)

XII. The Status of Women in Leadership in Individual Sectors

RELIGION

29 percent of priests (TWHP 2009). The Episcopal Church also elected a woman as the Presiding Bishop, Dr. Katherine Jefferts Schori in 2006 (Episcopal Church 2012b).

2010 Vicars and Rectors (Parish Priests)



Islam

Islamic interpretations vary as widely as Christian interpretations, and perhaps more so. Unlike Islamic countries whose interpretations are sanctioned by law, in the U.S. interpretations are left to the individual, family and community practices and beliefs. Unlike the various Christian denominations, there does not exist one national Muslim authority, and instead, several communities exist and even work together. Because there does not exist one national authority, researchers of this report are unable to include the national leadership representation. Yet, it is quite clear that no women would exist in

the Islamic leadership as was similarly found in the Catholic Church.

It is important to note that in some Islamic countries Muslim women are permitted to serve as scholars of the Quran and muftis, which are authoritative teachers of the religion.⁴³ Yet, even with more progressive interpretations of the Quran, women cannot become imams or lead prayers of mixed-gender services. Women generally have segregated areas for prayers and separate rooms for services (Fiedler 2010). Generally speaking, these same interpretations can be widely found in the U.S. as well. For states with the largest percentage of mosques, please refer to Appendix A.

More female converts in mosques were recorded in a 2011 survey than in the 2000 survey. Whereas, in 2000, only 32 percent of all converts were female, in 2011 41 percent of converts were female (Bagby 2012).

Judaism

Generally speaking Judaism allows women rabbis in Conservative, Reform and Reconstructionist traditions, but Orthodox Judaism does not allow women (Fiedler 2010).

Since 1972, 600 women have

become Reformed rabbis, and there are currently a total of 200 Reformed rabbis in North America (Jewish Telegraphic Agency [JTA] 2012).

Salaries

Newly ordained female seniors or solo rabbis serving a congregation of 300 families earn \$97,746 while their male counterpart earns \$102,934. Female senior or solo rabbis with 5 to 8 years of experience serving congregations with 600 or more families earn \$180,870 and their male counterparts earn \$217,079 (JTA 2012). The salary gap grows as the size of the congregation grows, which is not unlike the disparity found in most of the other sectors.

Lutheranism

The Evangelical Lutheran Church of America (ELCA) embraces the idea of their founder, Martin Luther, that things must be called what they really are. For that reason, the Justice for Women organization within the ELCA calls the "sustainment of male privilege in the church and society sexism" (ELCA 2012a).⁴⁴

The ELCA does ordain women as pastors and their hymnal includes gender-neutral invocations and benedictions (Wikipedia 2012a). The ELCA has been ordaining women for at least 40 years. In 2010, 21 percent of clergy were

⁴³ In 2009, The UAE announced that it would appoint the world's first state-sanctioned female muftis and have them trained and in service by the end of 2010 (Elass 2009). However, there have been no updates on this since the information was first released in 2009.

⁴⁴ One woman recounts her experience. "I stood up and said, 'You cannot use language like that in the church. You are welcome to your opinions, but your language is unacceptable. You'll need to leave if you cannot keep your comments appropriate.' He told me, 'You need to sit down, little lady. I can say whatever I want.' No one in the room came to my defense. I sat down because there was nothing else I could do." - Our Voices, Our Stories (ELCA 2012a).

XII. The Status of Women in Leadership in Individual Sectors

RELIGION

women and approximately 86 percent of ordained women and 83 percent of men were actively serving in congregations (ELCA 2012b). Less than 20 percent of ordained females comprised the clergy in 2008; women experienced a slight increase within two years.

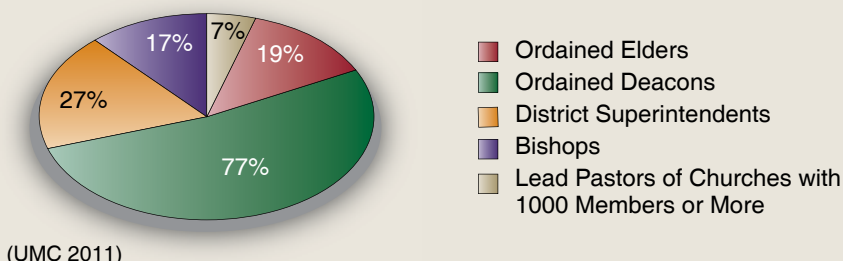
Membership in the Lutheran church has been on the downward trend since 1991, with the largest decrease between 2009 and 2010 when membership fell by 3.29 percent (ELCA 2012c). Yet, the percentages of ordained women (86 percent) to ordained men (83 percent) have remained unchanged. The discrepancy between ordained women to female clergypersons continues to be grossly disproportionate. Whereas the church ordains 86 percent of women, only 21 percent of women comprise the clergy. Consider this in light of the fact that the church ordains 83 percent of men and 83 percent of men comprise the clergy.

It is important to note that not all Lutheran synods ordain women. Some specifically prohibit women in the clergy, such as the Missouri and Evangelical synods (Christians for Biblical Equality [CBE] 2007).

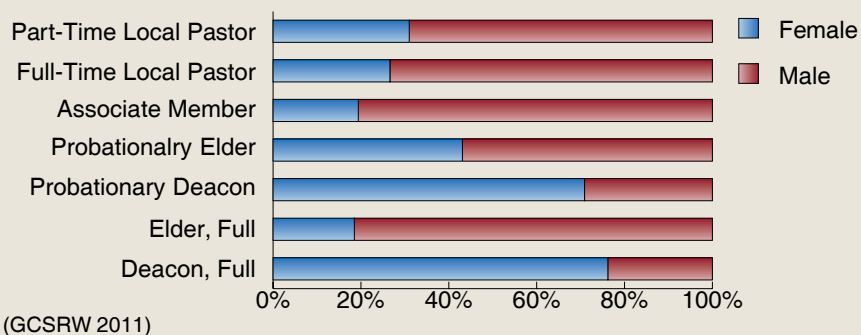
Methodist

The United Methodist Church (UMC) has ordained women since 1968. The Methodist church, like the Lutheran church, has an internal organization for women, the General Commission on the Status and Role of Women, which was formed

Female Clergy in The United Methodist Church



Clergy Status by Gender United Methodist Church 2008



in 1972. The church publically states that women lead 5 percent of its largest and most influential churches (United Methodist Church [UMC] 2011). The number of senior female pastors (7 percent) has remained unchanged since 2003 (TWHP 2009).

Mormonism

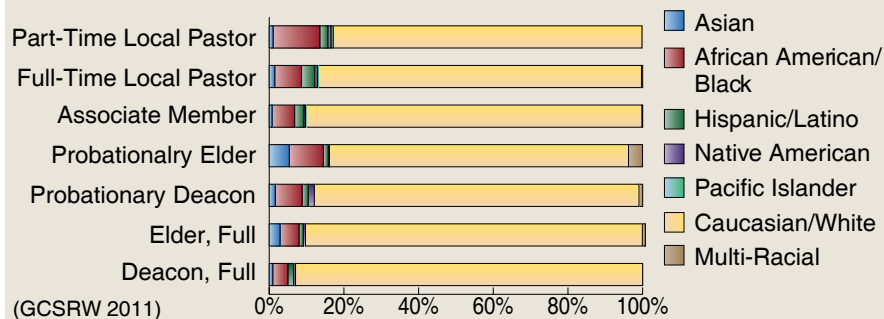
Approximately 56 percent of the Mormon population is female (Pew 2009), and no women exist in the top leadership of the church. Like many other religions, Mormonism maintains a hierarchical religious structure, and women are excluded from leadership ranks. The church excludes women from ordained priesthoods, and therefore, they cannot participate in church rites such as baptizing. The church

permits women to serve as missionaries and teachers; therefore, they may preach to the congregation and lead prayers during service. The Mormon Church places special emphasis on women as mothers, so Mormon women are encouraged to make motherhood "their first priority....and achieve prominence in later life in business, education, medicine, and other endeavors" (Church of Latter-Day Saints [LDS] 2012).

Mormon women have formed an organization within the church, the Relief Society. Founded in 1842, membership is more than 5.5 million women aged 18 and older. The Society meets once a week for one hour and instructs women on furthering the teachings of Jesus Christ within their

RELIGION

Clergy Status by Race/Ethnicity United Methodist Church 2008



own homes and families. Each woman in the Relief Society is assigned two other women to “visit her home each month to give a religious message and offer help if needed” (LDS 2012).

Presbyterianism

The Presbyterian Church’s official policy has permitted women to become ordained ministers since 1956, although many churches prohibit the ordination of women (CBE 2007). Each church is autonomous and can elect its own officers and ordain women as it chooses (Evangelical Presbyterian Church [EPC] 1984). With this stated, women comprise 27 percent of pastors, 52 percent of elders, and 45 percent of “other ministers” (Hodges 2010). Researchers were unable to retrieve additional data on female leaders.

Sikhism

In 2012, Sikhism received national attention when opponents, who having mistaken Sikhs for Muslims, executed a mass shooting at a temple in Wis-

consin. Originating from India in the 19th century, Sikhism emphasizes “equality of humankind and disavows caste, class, or gender discrimination” (CIA World Factbook 2012b). In fact, the Sikh religion emphasizes gender equality. “Female subordination, the practice of taking a husband or father’s last name and practicing rituals that subordinate women are alien to Sikh principles” (Fiedler 2010).⁴⁵

More succinctly, non-Punjabi Sikhs living in the U.S. are referred to as Gora (white) Sikhs. Gora Sikhs practice gender egalitarianism. Women are allowed to lead ceremonies and may now wear a turban like the men, as opposed to the traditional scarves (Wikipedia 2012b). In 2012, Pew Research Center reported that roughly 200,000 Sikhs live in the U.S., which the center describes as a conservative estimate (Pew 2012a).

Salaries and Earnings

Only general information can be attained about salaries and

earnings, albeit isolated and limited in nature. Data was obtained from BLS.

As of May 2011, the Bureau of Labor Statistics estimated that chief executives of religious organizations earn \$176,550 on average, and senior-level executives earn \$114,490 annually (BLS 2011). The salary breakdown based on gender is unknown but in all likelihood grossly disproportional, particularly as the size of the organization grows. Women are rarely in senior executive positions and therefore would not attain the same pay opportunities.

Recommendations for Closing the Leadership Gap

Areas of Future Action

- The voices of female clergy need to be amplified and positioned as “thought leaders” within society and as spiritual guides.
- It is important to have women religious leaders more prominent in media to counter the impression that women “don’t belong” in this arena (TWHP 2009).
- New spiritual interpretations by both male and female scholars would aid in better understanding the role of women in religious society.

⁴⁵ “Seeker of truth,” Sikhs believe they were given human bodies to experience the Divine Light within themselves and everything around them by meditating to recognize the Divine Light and being of service to others. (The Path of Sikh Dharma. <http://www.sikhdharma.org/content/path-sikh-dharma>)

RELIGION

- To this end, its female constituents must advocate for change to abolish policies forbidding and prohibiting female leaders within the organization.
- In addition to mentoring and role modeling, provide women with the tools for navigating the pathway to leadership with expert, hands-on, one-on-one coaching. Several denominations offer coaching for clergy; some offer institutes or seminars geared specifically to women clergy or women seminarians to help them as they enter a male-dominated field.
- Constituents should encourage search committees, congregation leaders and others to follow their egalitarian mission and make diversity in top leadership a high priority. Search committees should examine their selection process; not only for candidates but also for the “experts” they rely on who recommend candidates. Rethinking evaluation methods and interview processes would provide more complete measures by which to assess candidates. Religious leaders who are trying to avoid controversy by primarily or exclusively recruiting men need to realize that their congregations are probably receptive to women clergy.

Areas of Future Research

- There is very little data on religion in the U.S. Any quantitative or descriptive data capturing the number of religious women leaders would aid in better understanding religious leadership.

RELIGION

Appendix A

States with Largest Attendance at Eid Prayers

State	# of Mosques	Eid Average/Total
Texas	166	2,542/421,972
New York	257	1,529/392,953
Illinois	109	3,296/359,264
California	246	1,109/272,814
Virginia	62	3,436/213,032
Florida	118	1,397/164,846
New Jersey	109	1,474/160,666
Michigan	77	1,563/120,351
Pennsylvania	99	813/ 80,487
Georgia	69	762/ 52,578

(Bagby 2012)⁴⁶

⁴⁶ Muslims who conduct Eid prayers in a mosque form the basis for measuring of total mosque participants in this study.

XII. The Status of Women in Leadership in Individual Sectors

RELIGION

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XII. The Status of Women in Leadership in Individual Sectors

RELIGION

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XIII. The Status of Women

in Leadership in Individual Sectors

SPORTS

The benefits of involving girls and women in athletics and the sports industry extend well beyond lessons about winning and losing. These same qualities are what women need to succeed in school, business and life. Sports help women develop the strength, agility and sense of teamwork that equip them to enter professions previously closed to them, including the military, law enforcement and firefighting. Several studies show that sports can instill skills like strategic thinking, goal setting, discipline and self-confidence (Sebo 2004).

When women become leaders in sports and the sports industry, they share the benefits with later generations of young women who learn that mastering the rules of the game can translate into success for life.

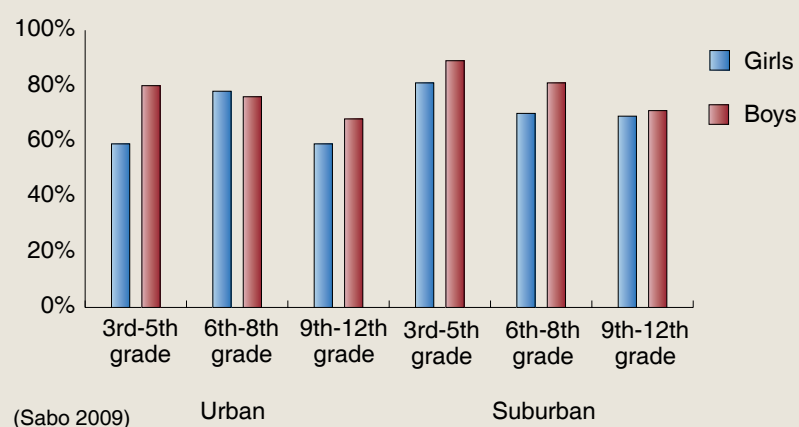
Women in Sports: Current Levels of Participation

In schools across America, the number of female athletes soared after the passage in 1972 of Title IX, which made it illegal to exclude anyone from participating in any education program or activity that received federal financial assistance. In 2008, an estimated eight million girls in grades 3 through 12 participated in an organized sport (Sabo and Veliz 2008). In 2010, there were over three million females participating in high school athletics, along with more than 186,000 women in NCAA college sports (Census 2012).

“The leadership skills of women are absolutely necessary for the future of sport. We need a fresh look at old problems instead of letting the problems become institutionalized.”

— Anita de Frantz, Senior U.S. Representative to the International Olympic Committee

Youth Sports Participation by Gender and Community Type 2009



Overall, approximately 69 percent of girls in grades 3 through 12 participate in youth sports,

compared to 75 percent of their male counterparts. These numbers vary significantly depending

SPORTS

on community types. Participation is highest for both boys and girls in suburban communities, where 81 percent of third-through fifth-grade girls and 89 percent of boys participate. By contrast, in urban communities, only 59 percent of third- through fifth-grade girls participate in sports compared to 68 percent of boys (Sabo 2009, p. 36). Participation rates are highest at the elementary age and decrease as they reach high school. Girls are more likely to join sports later and quit earlier than boys. This shortened length of participation is especially true for girls of color from low-income families (Sabo 2009, p. 37).

In 2008, an estimated eight million girls in grades 3 through 12 participated in an organized sport.

Youth sports are also racially diverse, but proportionally, girls of color are less likely to be involved in sports than white girls. These discrepancies do not exist among boys, as girls of color are faced with both racial and gender discrimination in sports (Sabo and Veliz 2008, p. 5).

Women's participation rates in intercollegiate athletics are at their highest in history. The average number of women's teams at colleges and universities more than tripled from 2.5 per school in 1972 to 8.73 per school in

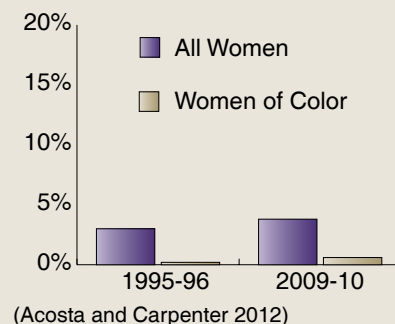
2012 (Acosta and Carpenter 2012), while the total number of women's teams offered at NCAA member schools jumped from 6,346 in 1998 to 9,660 in 2010. Although there are more women's teams (9,660) than men's teams (8,530), male college athletes (249,307) continue to surpass the number of female athletes (186,460) (NCAA 2012).

Women in Sports Leadership: NCAA Coaches and Athletic Directors

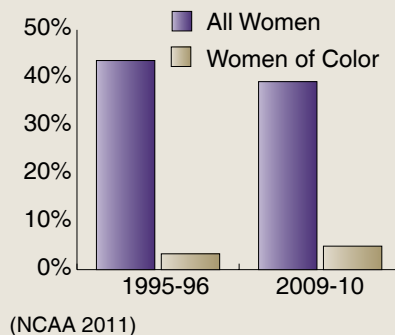
Women's leadership in college coaching has declined since the passage of Title IX. In 1972, 90 percent of coaches of women's teams were women (Catalyst 2012). With the massive rise in participation by women in sports after Title IX, the governance of women's college sports transferred from the Association of Intercollegiate Athletics for Women to the National Collegiate Athletic Association (NCAA) (BGU 2009). Despite the increase to an average 8.73 teams per school in 2012, women coaches in women's sports dropped by more than half, to 42.9 percent. Furthermore, women comprise only 51.7 percent of paid assistant coaches of women's teams, and less than three percent of men's teams today are coached by women (Acosta and Carpenter 2012).

This drastic drop of women coaches since the passage of Title IX should raise a great deal of concern, and yet few are making a concerted effort to address the discrepancy. Little explanation can be offered to

NCAA Female Head Coaches of Men's Teams 2012



NCAA Female Head Coaches of Women's Teams 2011



effectively attribute the reason for the discrepancy other than gender bias.

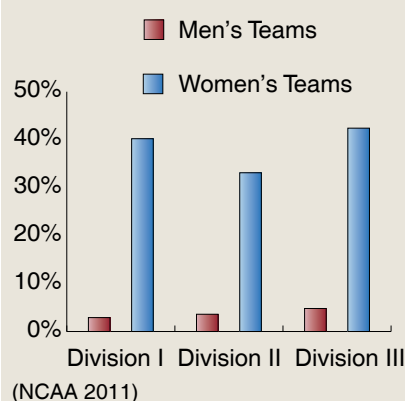
The number of female coaches of women's teams does not vary significantly by division. Women make up 42 percent of coaches of women's teams in Division III schools, compared to 40

In 2009, 19% of college athletic directors were female. Only a 3% increase in more than 14 years.

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percent of Division I schools. For men's teams, women are slightly less likely to coach at Division I schools than Division III (2.9 percent versus 4.8 percent respectively) (NCAA 2011).

Percent NCAA Female Head Coaches by Division



In administrative leadership, women have made scant progress. The presence of a female collegiate athletic director increases the chances of having female coaches. However, in 2009-2010, only 19.2 percent of collegiate athletic directors (to whom all college coaches report) were female. This is a slight increase from 1995-1996, when women accounted for 16 percent of academic directors, and yet is a decrease from 2008 when women made up 21.3 percent of all athletic directors (NCAA 2012).

Administrative representation of women within the various divisions does matter. Females accounted for only 9.4 percent of athletic directors at Division I schools in 2009-2010, com-

pared to 7.7 percent in 1995-96. Division III schools have the largest female representation for athletic directors, where women held 28.8 percent of these positions in 2009-2010 (compared to 25.5 percent in 1995-96) (NCAA 2012). Approximately 9.2 percent of athletic departments have no women in any part of their administration. This is a slight improvement from 2010 when 13.2 percent of departments had no women (Acosta and Carpenter 2012).

During the 2009-2010 academic year, only 2.4 percent of all athletic directors identified as women of color. By comparison, in 1995-1996, women of color accounted for 1.1 percent of athletic directors. Unlike their white counterparts, women of color fare slightly better at Division I schools (2.3%) than Division III schools (1.6%) (NCAA 2012).

Leadership in Amateur Sports Governance Organizations: The Olympics and Paralympics

London Olympics 2012 saw female participation of approximately 44 percent, which was the highest ever at the Olympic Games. In fact, 34 National Olympic Committees (NOCs) representing the various countries had more female athletes than males (Olympics 2012). The United States was one of these countries, as 51 percent of U.S. athletes were female (Guardian 2012), which is an increase from 2004 when it was 48 percent. Women also won 55.8 percent of all medals for

Female U.S. athletes won 56% of the 2012 Olympic medals, including 63% of the gold.

the U.S., including 63 percent of gold medals (NBC Olympics 2012).

However, the proportion of women leaders in international sports governance does not keep pace with participation levels. As of June 2012, 20 women are active members of the International Olympic Committee (19 percent). The highest leadership body of the IOC consists of an executive board that includes the president, four vice presidents and 10 members. Two women are members of that IOC executive board, including Gunilla Lindberg, who is also acting as Chairperson for the IOC Coordination Commission for the 2018 Winter Games.

On the U.S. Olympic Committee (USOC), women make up 37.5 percent (6 out of 16) of the board of directors and 35.3 percent of the executives (USOC 2012). This is a slight decrease from 2008, when women made up 44 percent of the board of directors and 36 percent of the executive team (Smith and Wrynn 2009).

In the 2012 Paralympics, 41.2 percent of the athletes were female. On the International Paralympic Committee (IPC),

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women constitute 13.3 percent of the governing board, which is an increase from 6.7 percent in 2009. By contrast, women occupy half (4 out of 8) of the executive positions and manage 55.6 percent of the sports (IPC 2012).

Professional Sports Leadership

In professional sports, a similar pattern emerges. Women make up a minority of leadership positions in professional women's sports, and they are scarcely seen in the men's professional sports arena. Female representation is the greatest at the office management level, though the NBA, MLS, and MLB have seen a slight decrease since 2009, and the NFL has remained unchanged. The NBA has the greatest representation

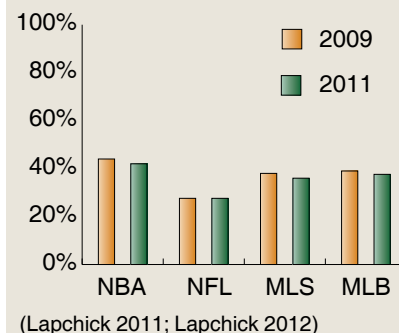
of women at the office management level with 42 percent women, and the NFL has the least with 28 percent (Lapchick 2011a, 2012b).

Of the 62 NBA referees, one was a woman (Lapchick 2012a, p. 3). Shannon Eastin became the first female to officiate a regular season NFL game in 2012, after she was hired as a replacement referee during the lockout of the regular game officials during a labor dispute (Sipple 2012).

Only four of the twelve Women's National Basketball Association (WNBA) teams currently have female head coaches, or 33 percent, while 12 of the 20 (60 percent) of the assistant coaches are female. Only two WNBA teams have female majority owners (WNBA 2012).

Nancy Lieberman became the first female head coach of a men's team under the NBA umbrella, when she coached the development league team the Texas Legends in 2010. She is currently the assistant General Manager of the Legends (Stein

Women in Office Management



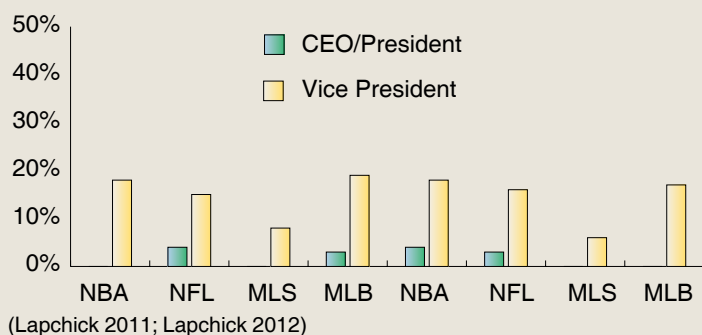
Women in Division I colleges are over 50% of the student body, yet receive only 32% of athletic recruiting dollars.

2011). No other men's professional sports have had a female coach.

Few women have reached the level of president/CEO of a professional sports team, and none in MLS. In the 2011–12 season, two women held the role of president for NBA franchises (Lapchick 2012a). By comparison, more women have held vice president roles. Women hold 18 percent of sport presidencies and vice presidencies in the NBA, 17 percent in MLB, 16 percent in the NFL, and 6 percent in MLS, a slight decrease from 2009 for MLS and MLB (Lapchick 2011a; Lapchick 2011b; Lapchick 2012b).

The NBA has the most women at the office management level with 42%, and the NFL has the least with 28%.

Female Presidents & Vice Presidents of Professional Men's Sports Teams



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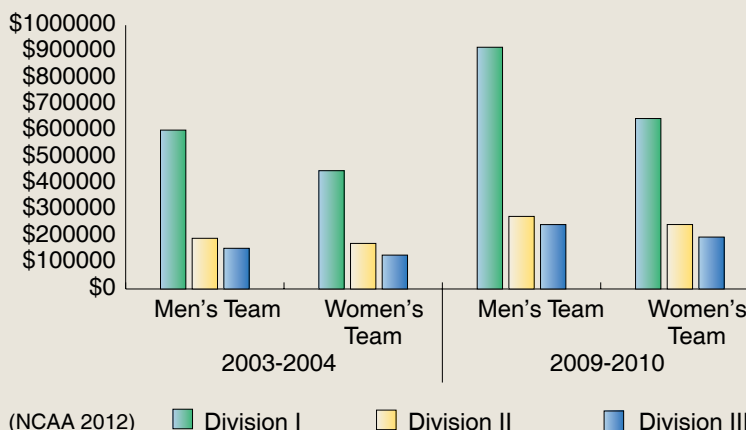
Salaries and Earnings

At the collegiate level, female athletes are less likely than male athletes to receive recruiting dollars and scholarships. At NCAA member colleges, women athletes receive \$136 million less than male athletes. Women in Division I colleges are over 50 percent of the student body, yet receive only 32 percent of the athletic recruiting dollars and only 37 percent of total money spent on athletics (Catalyst 2012).

Salaries for NCAA head coaches depend largely on the division and the gender of the team. In 2009–2010, the median salary for Division I coaches for men's teams was \$916,400 compared to \$244,100 for Division III coaches. Not surprisingly, the coach's salary for women's teams is lower than that of men's teams. Division I coaches of female teams earned a median salary of \$646,200, while Division III coaches earned \$196,800 (NCAA 2011). The pay gap in college sports based on the gender of the team is one of the largest of any industry examined in this 2013 study, with the coaches of women's Division I teams earning approximately 68 percent of what the coaches of male teams earn (\$646,200 versus \$916,400).

To gain perspective on earnings in professional sports, researchers of this study have focused more on men and women in golf and tennis. Professional basketball would not be accurate, because too many extenuating variables exist between the

Collegiate Head Coach's Salary by Division



Top 10 Highest-paid Professional Athletes 2012

Rank	Athlete	Total Pay (in millions)
1	Floyd Mayweather	\$85
2	Manny Pacquiao	\$62
3	Tiger Woods	\$59.4
4	LeBron James	\$53
5	Roger Federer	\$52.7
6	Kobe Bryant	\$53.2
7	Phil Mickelson	\$47.8
8	David Beckham	\$46
9	Peyton Manning	\$42.4
10	Haloti Ngata	\$37.3

(Forbes 2012a)

men's and women's leagues. For instance, professional basketball has been played in the U.S. by men for 63 years (the NBA was started in 1946) and for just 13 years by women (the WNBA was created in 1996). In addition, the men have 30 teams and play 82 games over a seven-month season while the women have 13 teams and play 34 games over a four-month season. As a result, women have had far less time to establish the popularity of women's

Top 10 Highest-paid Professional Female Athletes 2012

Rank	Athlete	Total Pay (in millions)
1	Maria Sharapova	\$25
2	Caroline Wozniacki	\$12.5
3	Danica Patrick	\$12
4	Venus Williams	\$11.5
5	Kim Clijsters	\$11
6	Serena Williams	\$10.5
7	Kim Yu-Na	\$10
8	Li Na	\$8
9	Ana Ivanovic	\$6
10	Paula Creamer	\$5.5

(Forbes 2011a)

basketball with the public and reap the licensing and sponsorship rewards that follow. However, it is still important to note that the largest salary within the WNBA was \$89,000, compared to the salary of \$15.355 million for an NBA player (WSF 2011).

For professional athletes, the gender pay gap can be dramatic. In the 2012 *Forbes* list of the highest-paid athletes in all sports, no females were represented in the top ten.

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The pay difference is especially noticeable when the pay of top 10 athletes is compared to the top 10 highest-paid female athletes. Maria Sharapova, who is the highest-paid female athlete (tennis) at \$25 million, made substantially less than Haloti Ngata, who is ranked as the tenth highest-paid male athlete (football) overall at \$37.3 million.

When broken down by sports, a similar trend emerges in golf, where the top 10 highest-paid golfers are also all men. The total prize money for the PGA tour is \$256 million, which is over five times more than the total prize money for the LPGA tour (WSF 2011).

Top 10 Highest-paid Golfers 2012

Rank	Athlete	Total Pay (in millions)
1	Tiger Woods	\$61.2
2	Phil Mickelson	\$46.7
3	Ernie Els	\$22.3
4	Luke Donald	\$20
5	Rory McIlroy	\$16.4
6	Sergio Garcia	\$16.2
7	Bill Haas	\$16.1
8	Lee Westwood	\$12.8
9	Matt Kuchar	\$12.5
10	Adam Scott	\$11.9

(Forbes 2012b)

Tennis is the one sport where women come closest to men in overall earning power. In addition to higher prize money, the sport's global appeal has increased endorsement and sponsorship opportunities for women. In fact, five of the top

Top 10 Highest-paid Tennis Players 2011

Rank	Athlete	Total Pay (in millions)	Gender
1	Roger Federer	\$47	M
2	Rafael Nadal	\$31	M
3	Maria Sharapova	\$25	F
4	Novak Djokovic	\$18	M
5	Andy Murray	\$13.5	M
6	Andy Roddick	\$13	M
7	Caroline Wozniacki	\$12.5	F
8	Venus Williams	\$11.5	F
9	Kim Clijsters	\$11	F
10	Serena Williams	\$10.5	F

(Forbes 2011b)

Tennis' Grand Slams are the only tournaments in which women and men play in the same place, at the same time, for the same prize amounts.

ten highest-paid tennis stars are women — a hard-won achievement not seen in any other sport.

The Grand Slam tournaments offer a promising story for women. These four premium tournaments (Wimbledon Tennis Championships, the French Open, the Australian Open and the U.S. Open) are the only high-profile, internationally televised tournaments in which women and men play in the same place, at the same time. The Grand Slams are also the only tournaments in which the prize money for men and women is equal. Tennis legend Billie Jean King and Venus Williams campaigned to achieve pay equity (The Raw Story 2007).

Recommendations for Closing the Leadership Gap

The sports' industry's disparate salaries and opportunities for women to participate, coach or lead, sends a clear message to women that they lack value and are disposable.

But the post-Title IX explosion of girls' and women's athletic participation injected new energy and growth into the sports sector. To ensure that newfound passion for sports moves beyond the locker room and into leadership positions for women, the sports industry will need to make some changes.

As with the other sectors studied in this report, we urge the industry to work toward creating a critical mass of women in top leadership positions. There is a dearth of women directors in college athletics, on IOC commissions, on IPC committees and in USOC governing body leadership. There are also comparatively few women in professional sports leadership as head

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coaches, owners and commissioners. We have impressive numbers of women athletes, but the United States lacks similar representation within the leadership of this sector.

- Enforce the provisions under Title IX that govern resource allocations for students, coaches and administrators. Again, more can be done to comply with pay-equity legislation (i.e., Lilly Ledbetter Fair Pay Act of 2009, Equity Pay Act, and Title VII) as it pertains to ensuring workplace equity and opportunities for leadership.
- Encourage and enforce compliance with existing policies throughout the amateur athletic community. The provisions that are outlined by the Equal Employment Opportunity Commission, Amateur Sports Act, Title IX of the Education Amendments Act, and the USOC and IOC are not consistently implemented.
- Protect women and men from retaliation or job loss when they report inequities. Coaches, administrators, parents and other interested persons in high schools and colleges must feel safe to inform authorities of inequities.
- Professional sports organizations should make expanding leadership opportunities for women a top priority. Commissioners and leagues should revisit hiring criteria and procedures with the goal of at least one-third participation by women, including women of color.
- Business organizations across the sports sector should adopt policies that expand high-level employment opportunities for women, using accountability measures that are made public to assess progress. As girls' and women's participation in sport has increased from playing power to buying power, it is good business for sports marketing, media entertainment, and equipment and apparel industries to employ a critical mass of women at high levels to help shape the future of this industry.
- Allow greater opportunity for women to be represented in the ESPY Awards and other sports-related awards. Although there are some female-specific categories, the "gender-neutral" categories are almost exclusively and repeatedly won by men.

SPORTS

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XIV. The Status of Women

in Leadership in Individual Sectors

TECHNOLOGY

The technology industry influences a significant portion of our everyday lives, and almost every business in the 21st century involves technology. Because technology is a dynamic and fast-paced industry, there are many opportunities for growth and advancement — an ideal environment for women hoping to advance and attain leadership roles. In addition, computer and mathematic occupations had one of the highest mean wages in 2011 at just under \$95,000 annually (BLS 2011). Yet technology is a male-dominated field, with women comprising 25 percent of computer and mathematical occupations and 13.6 percent of architecture and engineering occupations (Catalyst 2012).

Among the top ten Fortune 500 technology companies, women comprise 30 percent of chief executive officers, 9 percent chief information officers, 17 percent executive officers, and 22 percent of boards of directors. On average, women comprise 19.5 percent of all leadership roles in the technology sector.

While women's overall leadership participation in technology is less than 20 percent, this is not representative of the contributions of women in the industry. For example, the number of technology patents awarded to women has experienced a 25-fold increase since the 1980s, while the sector experienced only a 9-fold increase (Ashcraft 2012).

Women comprise 20% of all leadership roles in the technology sector.

Women in Technology

According to a 2011 Forbes study, which used data gathered from the U.S. Department of Labor, nine out of ten of the fastest-growing jobs require math or science training (Forbes 2011). The same study indicated that three of the top ten best-paying jobs for women are in the technology field and have some of the narrowest wage gaps among all professions (Goudreau 2011).

More women graduate now with high-tech degrees than in years earlier. Yet some studies indi-

“I entered the workforce believing that my generation was going to have equal responsibility and equal opportunity. And it didn't work out that way.”

— Sheryl Sandberg, COO
Facebook

cate that the number of women working in high tech fields has actually been stagnant or decreasing since the 1990s, even while the number of high-tech jobs has steadily increased. One explanation is that women leave the high tech industry after only a few years into their careers (Stock 2011).⁴⁷

⁴⁷ Additionally, the technology sector is composed of a large number of start-ups, who may erroneously be less concerned with diversity than larger established firms resulting in fewer opportunities for women (Cassler 2012).

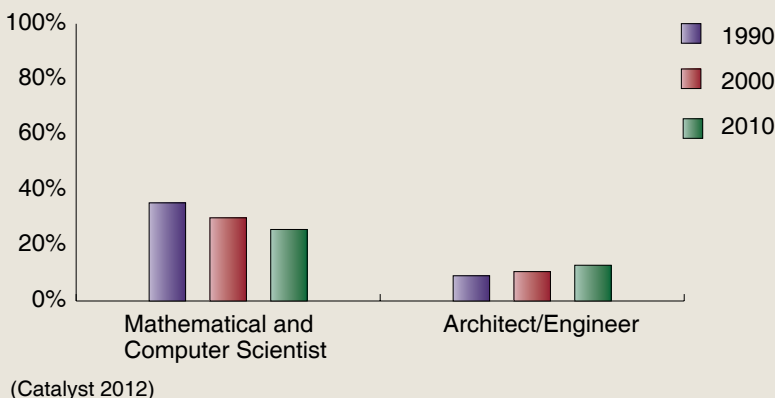
TECHNOLOGY

To illustrate, a 2011 study from the U.S. Department of Commerce noted that women with a degree in science, technology, engineering, or math (STEM) are less likely to end up working in a STEM career than men with the same degree (Beede 2011). In fact, one in three women with a STEM degree leaves the industry workforce within the first two years, and “slightly more than half of all women in the industry leave mid-career” (Stock 2011). Among men and women with a STEM degree, about 40 percent of men work in a STEM field as opposed to 26 percent of women (Beede 2011). After leaving the industry, women are more likely to end up in healthcare or education careers, which are typically much lower paying.

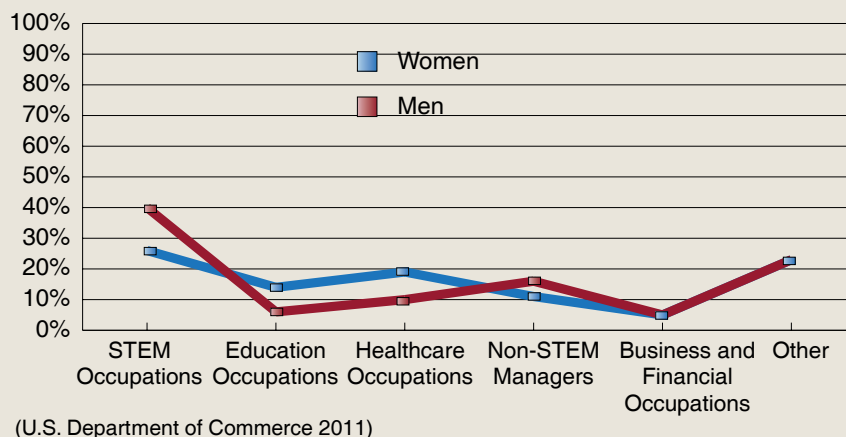
As evidenced in the chart to the right, all ethnic groups have increased the number of women earning degrees in science and engineering except for two. The number of African-American and white women earning science and engineering degrees fell by .3 percent and 1.9 percent respectively between 2005 and 2010.

Research indicates that women leave high-tech industries for a variety of different reasons, including a lack of role models after they enter the technology workforce, a sense of isolation when working in a male-dominated field, and a perceived inability to advance their careers (Stock 2011). This presents a particular concern for women of color, who have even fewer peers. The Anita

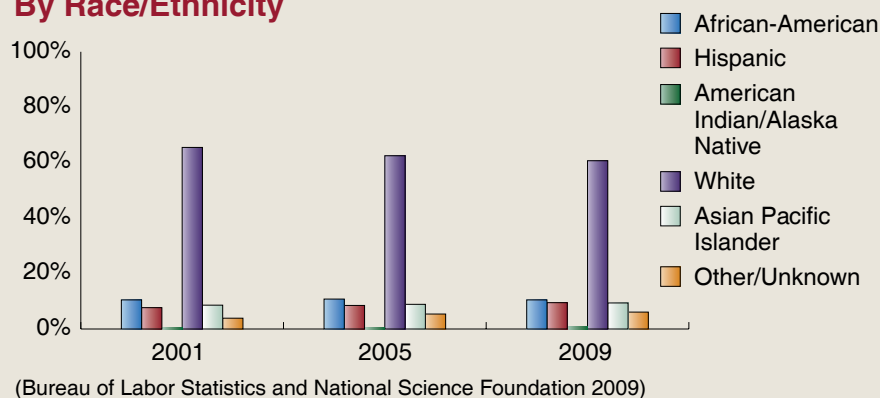
Percentage of Women in Science and Technology Fields 1990-2010



STEM Degree Workers & Occupations by Gender 2011



Science and Engineering Degrees Awarded to Women By Race/Ethnicity



TECHNOLOGY

Borg Institute released a report in 2011 that details the lack of opportunities for women of color in technology:

- Among those earning computer science bachelor's degrees, African-American women earn less than five percent, Hispanic women earn less than two percent, and Native American women earn less than one percent.
- African-American women in the technology field make up 4.6 percent of entry-level jobs, but only 1.6 percent of high levels jobs (when based upon entry, mid, and high levels within technical positions) (Simard 2009, p. 7-8).
- Hispanic women in the technology field make up 4.1 percent of entry-level jobs, but are virtually absent from high-level jobs (Simard 2009, p. 8).

Research has also indicated a lack of female role models, as women are considering degrees in the science and technology field, which again, presents a greater obstacle for women of color (Simard 2009, p. 2-4).

Women and Patents

Patents are an important component of the technology sector. Successful patents serve as a strategy in growing and expanding tech companies (Earnest 2003). Evaluating women's success in obtaining patents signifies an aspect of women's leadership in the technology sector. The National Center for

Women in Information Technology has been tracking the number of patents awarded to women since the 1980s. Women-invented patents are less than 10 percent of all patents, yet the number has significantly increased over the last 30 years.

Since 1980, women's patents have increased 25-fold, surpassing the overall growth rate of tech patents during the same time period (7.5-fold increase) (Ashcraft 2012).

Women's participation and success in the technology field is resulting in an increased number of patented inventions. The number of women involved in patents has steadily increased since the 1980s (NWCB 2012, p. 27-31). Additionally, there is no difference between female patent applicants' success to male applicants (NWCB 2012, p. 27). Both women and men obtain successful patents at the same rate.

One possible explanation for the increasing number of patents can be attributed to women's

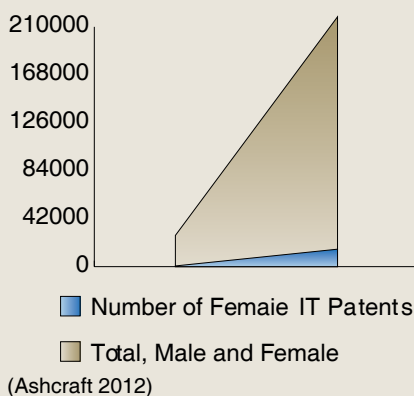
increased entrepreneurial activity. Women are starting their own businesses to counteract a lack of career advancement opportunities in large technology companies (Decker 2012). Three of the top four fastest growing female-awarded patents are in the high-tech fields of data processing, electrical computers, and digital processing systems (NWBC 2012).

Women in Leadership

Among the top ten technology companies in the Fortune 500, three women or 30 percent hold the position of CEO, one of whom is a woman of color. Among the companies with a female CEO, they also have more women in leadership roles by an average rate of 30 percent. In comparison, companies with a male CEO have a female executive leadership rate of 8.9 percent.

In the top 10 tech companies, those with a female CEO have 21% more women in leadership roles.

Tech Patents 1980-2010



While certain highly successful tech companies like IBM and Google have a higher than average percentage of women at the top, this does not reflect the industry trend. In one study conducted by the Harvey Nash Group, 30 percent of those polled from 450 U.S. technology companies report that their own IT departments have zero

TECHNOLOGY

women in management — yet only half of the same respondents believe that women are underrepresented in their IT department (Zieminski 2012). Therefore, the fact that several studies reveal that women in leadership and executive roles have been shown to positively impact a company's financial performance (Pine 2011) would have little impact on an industry where many believe that women — although absent — are not underrepresented.

The number of women in chief information officer (CIOs) positions at U.S. companies has been incrementally decreasing since 2010. In 2012, only 9 percent of CIOs are female, down from 11 percent in 2011 and 12 percent in 2010 (Zieminski 2012).

The number of women in chief information officer positions at U.S. companies has been incrementally decreasing since 2010.

Women are well represented despite the fact that a small number of women earn degrees in technology-related fields. Women over the age of 25 hold a mere 2 percent of all bachelor's level degrees in engineering and 1.5 percent of all computer and information science bachelor's degrees (Catalyst 2012).

CEO Tech Salaries

Women's salaries are often significantly less than those of their male counterparts.

Female CEOs earn \$17.67 million of the total \$65.62 million. The average CEO salary for females in this industry's top ten companies is \$5.90 million; the average male compensation for the same role is \$8 million.

Board of Directors

On average, women hold 22 percent of board of director positions. Not surprisingly, the majority of female board positions reside where the CEOs are women. When a male holds the CEO position, women comprise approximately 19 percent of the board positions. When there's a female CEO, approximately 30 percent of board positions are held by women. Xerox, HP and Google boast the highest percent of female board members.

In conclusion, the technology

Females in Leadership at Top 10 Tech Companies 2012

Company *	CEO	# Executive Positions	# Females in Exec Positions	% Females in Exec Positions	% Females in Exec Positions for Companies with a Female CEO
Hewlett-Packard (11)	Meg Whitman	12	3	25.0%	25%
International Business Machines (18)	Virginia Rometty	16	5	31.3%	31.0%
Apple (35)	Timothy D. Cook	12	0	0.0%	
Microsoft (38)	Steve Ballmer	16	1	6.3%	
Dell (41)	Michael S. Dell	11	1	9.1%	
Intel (56)	Paul S. Otellini	40	6	15.0%	
Cisco Systems (62)	John T. Chambers	13	3	23.1%	
Google (92)	Larry Page	6	0	0.0%	
Oracle (96)	Lawrence J. Ellison	26	6	23.1%	
Xerox (121)	Ursula Burns	33	11	33.3%	33.3%
Average				16.6%	30%

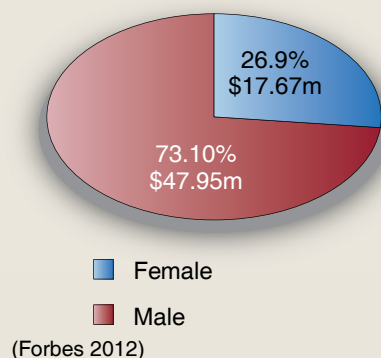
(Compiled from each company's website 2012)

*The number in parentheses beside each company's name is their ranking on Forbe's Fortune 500 List.

TECHNOLOGY

industry is dynamic, offering numerous opportunities for entrepreneurs to prosper even in the midst of an economic downturn.

Top 10 Technology Companies' CEO Compensation 2012



While women's representation in high-tech fields is better than the overall representation of women in all sectors, research points to a recent downward trend where women are stagnant or losing ground. Further research should be conducted to determine the reasons for the declining trends among women in the high-tech workforce, and therefore their executive participation within the industry.

CEO Salaries at Top 10 Tech Companies 2012

Company	CEO	CEO Annual Pay (millions)
Hewlett-Packard (11)	Meg Whitman	\$2.77
International Business Machines (18)	Virginia Rometty	\$10.88
Apple (35)	Timothy D. Cook	\$14.82
Microsoft (38)	Steve Ballmer	\$1.38
Dell (41)	Michael S. Dell	\$4.35
Intel (56)	Paul S. Otellini	\$9.15
Cisco Systems (62)	John T. Chambers	\$3.36
Google (92)	Larry Page	\$0
Oracle (96)	Lawrence J. Ellison	\$14.89
Xerox (121)	Ursula Burns	\$4.02
Total		65.62

(Forbes 2012)

*Google's CEO, Larry Page, accepts only \$1 as his annual compensation. He owns 80,000 shares of Google stock and has a net worth of \$18.7 billion (Forbes 2012).

Females in Leadership at Top 10 Tech Companies 2012

Company	# Board Position	# Females in Board Positions	% Females in Board Positions	% Females on Board Positions with Female CEO
Hewlett-Packard (11)	11	3	27.3%	
International Business Machines (18)	14	3	21.4%	
Apple (35)	8	1	12.5%	
Microsoft (38)	11	2	18.2%	
Dell (41)	12	2	16.7%	
Intel (56)	10	2	20.0%	
Cisco Systems (62)	14	3	21.4%	
Google (92)	10	3	30.0%	
Oracle (96)	12	2	16.7%	
Xerox (121)	10	4	40.0%	40%
Average/Total			22.4%	29.8%

(Compiled from each company's website 2012)

*The number in parentheses beside each company's name is their ranking on Forbes's Fortune 500 List.

TECHNOLOGY

Recommendations for Closing the Leadership Gap

Areas of Future Action

- Promote education in the science and engineering fields to girls at a younger age, and develop programs geared towards girls and women who demonstrate an interest and talent in science and technology.
- Offer greater opportunities for equal pay.
- Encourage inclusivity and diversity in the workplace. Women, and particularly women of color, are struggling to find their niche within the technology workforce. When there is a lack of diversity, women tend to feel isolated and look for other jobs, sometimes outside of their area of education. This contributes to the declining number of women in the technology field.
- Develop mentoring and sponsorship programs to promote women into leadership roles. Using Xerox, HP, and IBM as examples, research shows that women in CEO positions increase the number of women in other executive positions.

- Include women in company patent groups, and ensure that talented women are represented and their contributions recognized.

Areas of Future Research

- More must be done to understand the factors that influence young women's degree choices to generate more interest for science and engineering degrees. Ensuring more young women consider technology and science degrees can change the demographics of the workforce.
- Understand the reasons why women leave the technology workforce, and make a concerted effort to create a more inclusive environment for women.
- Research the reasons for the low number of women involved in technology start-ups.
- Further study women's patent activity, particularly how it corresponds to future entrepreneurial activity.

TECHNOLOGY

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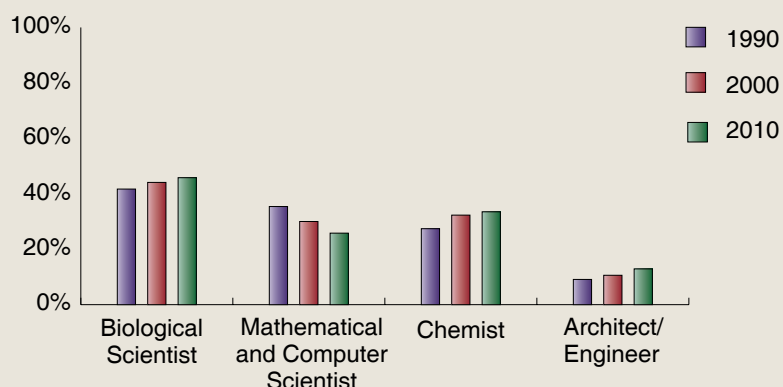
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Appendix A

Data on biological scientists and chemists is included here to show the similarities between women in science and women in technology. It is significant that although the fields are similar in terms of educational requirements and opportunities for growth as far as advancement and compensation, there are more women in the science fields than the technology fields.

Percentage of Women in Science and Technology Fields 1990-2010



(Department of Labor Statistics 2010; AAUW 2010)

Benchmarking Women's Leadership in the United States

METHODOLOGY

The 2012 *Benchmarking Women's Leadership* study captures the representation of women leaders across 14 sectors in the United States. Researchers compiled data on both positional leadership and industry distinctions to understand female representation within each sector.

Leadership Defined

This descriptive research study identifies the frequency of women leaders among the top echelon in each industry. The methodology counted the number of women executives in the top ten organizations, entities and offices to determine positional leadership by women. Researchers also calculated leadership performance by identifying the frequency with which women were recognized with industry distinctions, such as national awards and best seller lists.

Positional leadership is defined as C-level and executive staff positions. Industry distinctions are defined as recognition, accolades and/or awards bestowed upon those with the most noteworthy, industry-specific accomplishments.

Researchers gathered the most recent data for each sector. In some cases, 2012 data existed, and for some sectors, the most recent data available were from 2010 or 2011.

Added and Expanded Sectors

Four sectors from the 2009 report — politics, journalism, nonprofit, and film and television entertainment — were expanded in this report to capture the complexity of these sectors. Their expanded titles are now: politics and government, journalism and media, nonprofit and social entrepreneurship, and arts and entertainment. This edition also added four new sectors — technology, medicine, entrepreneurship, and P-12 education.

Because of these methodological changes, a direct comparison of women's leadership between the two reports cannot be made.

The Focus of the Study and Why

By narrowing the focus of the study to just the top echelon in each industry, the researchers identified the women and men who have clearly self-selected into a competitive arena. This nullifies a commonly cited explanation for lack of women in leadership based on their prefer-

ring a more balanced personal/professional life, or because they are happy with others leading versus pursuing highly competitive positions.

While it may true that many women *and men* do not choose to devote their lives to the attainment of positions of power and influence, this study does not focus on the average manager or leader who opts out of the ascent to leadership because of a lifestyle preference. Instead, this study focuses on those who have clearly pursued and have been rewarded with competitive leadership roles.

Methodological Approach

Researchers sought the top ten organizations, entities and offices in the United States within each of the fourteen sectors. The top ten were determined by size, profitability, budget, and political or governmental influence. Researchers gathered public information available on original source data sites, annual reports, and proxy statements.

METHODOLOGY

Researchers also relied on the following databases to pull and analyze data on female positional leaders and top performers:

- Bureau of Labor Statistics
- Department of Defense
- Department of Labor
- National Center for Education Statistics
- National Information Center
- National Institutes of Health
- National Science Foundation
- Open Secrets
- U.S. Census
- U.S. National Library of Medicine
- U.S. Office of Personnel Management
- U.S. Patent Office

In measuring leadership, researchers employed a unique set of characteristics relevant to the specific industry when raw data was unavailable. After the characteristics were identified, researchers scanned thousands of data points to narrow down the top ten. For example, the influence of reporters on the evening news shows was measured by the number of minutes each reporter appeared on screen for the year whereas the visibility of public figures on Twitter was measured by the number of followers. In measuring Sunday morning talk shows, the number

of guest experts was counted for the year to determine the presence and visibility of female experts versus male experts.

Researchers limited the characteristics further when unusual trends presented themselves. To illustrate, during an election cycle, the researchers noticed an increased presence of presidential candidates on Sunday morning talk shows. Including presidential candidates would have skewed the data; therefore, researchers chose to exclude these guests from the top ten lists. Researchers also excluded journalist Arianna Huffington and media personality Oprah Winfrey from salary calculations, because as media owners and moguls, their salaries would skew the overall average earnings of journalists and media personalities.

The employed methodology uncovered one intended outcome and two unintended outcomes. By only examining the top ten in each industry, researchers were able to narrow the findings and focus exclusively on power wielders and major influencers, which was the intent of the study. Additionally, when researchers were able to compare both the gender trends within the entire sector and within just the top ten, women leaders were better represented among the top ten. Second, researchers unintentionally found that the top ten lists also served as a sufficient representation of the gender breakdown for most sectors.

Supplemental Data

In The White House Project: *Benchmarking Women's Leadership*, researchers provided averages for the percentage of women leaders in ten sectors by relying on secondary analyses from credible, noteworthy sources. This edition also employs secondary analyses of existing studies where necessary to supplement the findings, including the studies from the *2012 Catalyst Census*, *Justice System Journal*, Pew Research Center, National Council on Research for Women, and the *Chronicle of Philanthropy*.

Limitations

While the *Benchmarking Women's Leadership in the United States* report provides a more complete understanding of women's leadership across sectors through a mixed methodology, certain limitations remain. First, each sector often vastly differs, and these differences created a need for a slightly different methodological approach. To illustrate, in politics and government, researchers were able to gather a complete raw data set, because a great deal of data on government officials and employees is available.

This access, however, did not exist in other sectors. The social media industry and the arts and entertainment sector, for example, collect little to no data on executives and performers. So while it was necessary to rely on third-party, top ten lists for social media and the arts and entertainment sector, it was not preferred.

METHODOLOGY

Another inherent limitation with any study is that measured characteristics can rarely include and represent all persons and groups. This study is no different.

For example, to establish the top ten largest charities, researchers used the “Philanthropy 400” from the *Chronicle of Philanthropy*, which ranks charities by the amount of money raised. Although money raised and distributed creates only one point of comparison to determine size, quality or impact of a successful nonprofit, fundraising allowed for a clear distinction in selecting the largest charities. Measuring

by people served or items distributed would create a clearer idea of the impact of the charity; however, comparing these characteristics is not possible for the purposes of this report.

Finally, researchers were unable to find sufficient, ethical data on race and ethnicity that could be consistently relied on and incorporated. Governmental classifications sometimes varied in how race and ethnicity were captured. The ways in which people self-identify are also inconsistent but often the only reliable source available. For example, one Mexican American may identify

as white and the other as Latina. Therefore, the overall statistical evaluation becomes less descriptive because different racial categories are assigned.

In the process of collecting original data, researchers refrained from imposing a racial or ethnic classification based on name and/or skin color because of ethical and validity concerns. Researchers incorporated race and ethnicity when the data was available and could be relied on from trusted, third party, quantitative studies and/or when subjects self-identified.



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