Gender Imbalance in the Boardroom: 
Opportunities to Change Course 

The Eighth Annual Status Report of Women Directors and Executive Officers of Public Companies in 14 Regions of the United States 

DECEMBER 2011 

Founding Sponsor
The InterOrganization Network (ION) is an alliance of 14 women’s business organizations located across the United States. ION’s members share the mission of advancing women to positions of power in the business world, primarily to boards of directors and executive suites. The nonprofit organization gives its geographically dispersed members a national voice, a network to broaden their advocacy efforts, an expanded pool of qualified board candidates to recommend to companies, and the ability to leverage their combined resources to increase the number and percentage of women who comprise the leadership of corporate America. ION’s members engage more than 10,000 executive and professional women in a wide range of programs and activities. ION offers a forum for the exchange of ideas and best practices designed to increase the effectiveness of each ION member in its own region.

About the InterOrganization Network (ION)

ION in 2011

During the past year, ION has broadened its reach in terms of membership and key relationships with other organizations and individuals who share our mission to transform the face of corporate leadership in the United States. Accomplishments in 2011 include:

- ION welcomed its newest member, the Women’s Economic Development Council of Alabama
- ION established relationships with several additional organizations that share our mission, including DirectWomen, Women Business Leaders of the U.S. Health Care Industry Foundation, Womenetics, the Center for Work Life Policy, and Governance Metrics International
- Several ION members presented programs in collaboration with PAX World on the topic of “gender equality as an investment concept”
- At its annual meeting in Dallas in June 2011, ION agreed to a new Policy Statement on Corporate Board Diversity that restates the principles that inform its common mission
- Shortly thereafter, ION’s updated Proxy Toolkit was posted on www.IONwomen.com.

Finally, in an effort to give the proverbial needle a more energetic push, on November 16, 2011, ION convened a working session of thought leaders who are concerned with the lack of progress in adding women to U.S. boardrooms. This Summit was sponsored by the Jacquelyn & Gregory Zehner Foundation and Diversified Search. Representatives of leading women’s organizations, institutional investors, and corporate governance experts, as well as corporate executives and directors, came together to exchange ideas and formulate strategies to produce change in the composition of boards of directors. The outcome of this first-of-its-kind Summit promises to be the type of robust and collaborative strategic initiatives that will create significant change in the near future.
ION's members continue to engage in research to track women directors and executive officers of public companies based in their respective regions. These research data provide a breadth and depth of information not available anywhere else and supplement the work of organizations such as Catalyst, which focuses on the Fortune 500. ION's members include not only the Fortune 500 companies in their geographic areas, but also many of the smaller businesses that comprise the backbone of the country's regional economies. In this way, ION provides a comprehensive picture of the reality and pervasiveness of male-dominated corporate leadership. By including this wider range of companies, the ION report (and those of its members) also can identify more opportunities for women to obtain board seats, as smaller-cap and mid-cap companies often extend their board searches to include accomplished women who may not yet appear on the radar screens of those seeking to fill directorships for larger global corporations. And by the same token, we highlight opportunities for more companies to improve their corporate governance and performance by bringing more women into their boardrooms.

The landscape reflected in the tables and charts that appear in the Statistical Appendix to this report is a generally bleak one, although some ION members report improvements since last year's report.

- Although the Fortune 500 companies in some regions exceed the national benchmark in terms of their percentage of women directors, the comparable percentages on the boards of smaller companies in most regions drag down the overall performance. Only in Minnesota, the New York metropolitan area, and Wisconsin does the overall percentage of women on corporate boards substantially exceed the relevant national benchmarks.²

- Year-to-year changes in the gender composition of the boards in ION's regions are very small; almost all are within one percentage point. The greatest changes this past year were in Maryland and Wisconsin, where the percentages of women directors among all companies each increased by two percent, and the percentages of women directors in their Fortune 500 companies rose by three percent and two percent, respectively.

- Maryland and Wisconsin also reported substantial increases in the number of companies in their regions with boards comprised of at least 25% women.

- Numerous companies throughout the U.S. continue to operate with all-male boards. With the exception of Kansas/Missouri and the New York metropolitan area, however, ION's members reported a decrease in that number over the past year.

- Florida showed the greatest increase in the percentage of executive officers who are women, followed by Maryland and Tennessee. Florida, Tennessee and Texas reported the greatest decrease in the number of companies in their respective pools with no women executive officers.

Even the most positive data reported by ION members fails to impart much cheer.

- The highest percentage of women directors reported by any ION member this year is from Massachusetts, where 20.6% of the directors of the ten Fortune 500 companies based in that state are women. But the low percentage of women on the boards of the other 90 companies in Massachusetts cuts the overall percentage to little more than half that figure.

- Among the 100 largest public companies in the New York metropolitan area, the ION region with the greatest number of large cap companies in its research pool, only 17.7% of all directors are women.

Because the data that ION has reported in each of the past eight years have shown little improvement, we decided to try to see whether and to what extent companies had the opportunity to change the numbers by making new board appointments. Accordingly, we asked each ION member to look at the rate at which women were elected to fill open or newly created independent director seats in its respective region during the past year. The results of that analysis follow.

ION's research data provide a breadth and depth of information not available anywhere else.

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² As in the past, we refer to the Catalyst census for the Fortune 500 average. This year, Governance Metrics International (“GMI”) has provided additional national benchmarks statistics for the S&P 1500 and the Russell 3000.
## Turnover of Independent Directors: Missed Opportunities to Diversify Corporate Boards

In February 2007, ION provided an analysis of board turnover on the boards of public companies in seven regions of the United States during the period 2005-2006. Recognizing that the process of filling board vacancies and decisions to increase board size present the greatest opportunities to add women directors to corporate boards, ION has again focused on these topics in order to ascertain the degree to which U.S. companies are taking advantage of these opportunities. This year, we received data from twelve regions for the period 2010-2011.³

The key points shown by these data are:

- A total of 542 new independent directors were elected to the boards of public companies in 12 ION regions during the past year. The rates at which independent director seats changed hands in these regions during this period ranged from a low of 2.8% among the 94 companies in the Texas pool to a high of nearly 15% in Maryland’s 84 companies. In three regions (Maryland, Michigan and New York), more than 10% of all independent directors were newly elected during the past year.

- Of the 542 independent directors added in 2010-2011, only 87 or 16.1% were women. In 2006-2007, of a total of 539 new independent directors elected to the boards of public companies in seven ION regions, 92 or 17.1% were women.

- This year the data show that in the 12 ION regions, between 70% and 90% of all newly elected independent directors were men, similar to the range of 77%-88% documented in 2006-2007.

### Women Independent Directors

<table>
<thead>
<tr>
<th>Region (number of companies in sample)</th>
<th>Total Number Independent Directors</th>
<th>Number New Independent Directors</th>
<th>Number New Women Independent Directors</th>
<th>Percent New Women Independent Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida (100)</td>
<td>623</td>
<td>33</td>
<td>6</td>
<td>18.2%</td>
</tr>
<tr>
<td>Georgia (136)</td>
<td>854</td>
<td>60</td>
<td>12</td>
<td>20.0%</td>
</tr>
<tr>
<td>Kansas/Missouri (47)</td>
<td>295</td>
<td>10</td>
<td>3</td>
<td>30.0%</td>
</tr>
<tr>
<td>Maryland (84)</td>
<td>545</td>
<td>81</td>
<td>11</td>
<td>13.6%</td>
</tr>
<tr>
<td>Massachusetts (100)</td>
<td>741</td>
<td>54</td>
<td>11</td>
<td>20.4%</td>
</tr>
<tr>
<td>Michigan (100)</td>
<td>688</td>
<td>77</td>
<td>15</td>
<td>19.5%</td>
</tr>
<tr>
<td>Minnesota (100)</td>
<td>658</td>
<td>50</td>
<td>5</td>
<td>10.0%</td>
</tr>
<tr>
<td>NYC Metro (100)</td>
<td>865</td>
<td>92</td>
<td>11</td>
<td>12.0%</td>
</tr>
<tr>
<td>Philadelphia (100)</td>
<td>650</td>
<td>28</td>
<td>4</td>
<td>14.3%</td>
</tr>
<tr>
<td>Tennessee (65)</td>
<td>479</td>
<td>17</td>
<td>3</td>
<td>17.6%</td>
</tr>
<tr>
<td>Texas (94)</td>
<td>740</td>
<td>21</td>
<td>3</td>
<td>14.3%</td>
</tr>
<tr>
<td>Wisconsin (50)</td>
<td>343</td>
<td>19</td>
<td>3</td>
<td>15.8%</td>
</tr>
<tr>
<td>Total Companies (976)</td>
<td>7,481</td>
<td>542</td>
<td>87</td>
<td>16.1%</td>
</tr>
<tr>
<td>S&amp;P 500</td>
<td></td>
<td></td>
<td></td>
<td>21%</td>
</tr>
</tbody>
</table>

³ The Women’s Economic Development Council of Alabama was not yet a member of ION at the time that the request for these data was made; California did not provide this information.
Comparisons of the overall composition of the boards in these regions from last year to this year indicate that the rate of addition of new women to these boards had a negligible impact.

The highest percentage of women among newly elected independent directors was reported by Kansas/Missouri (30.0%). These three new women directors, however, only brought the total percentage of women directors among the 47 companies in the regional pool to 9.0%. Last year, this region reported that 9.3% of the directors on the boards of the 43 companies then in its pool were women.

In Massachusetts, where 20.4% of the newly elected independent directors were women this year, the percentage of all directors of its 100 largest companies similarly decreased, from 11.3% to 11.1%, over the past year.

In Maryland, where nearly 15% of all independent directors were newly elected this year, the eleven new women directors (13.6% of all new independent directors) could only raise the overall percentage of women on Maryland company boards from 9.2% to 10.2% this year, still below all national benchmarks.

While these data points do not take into account director retirements and resignations and changes in the composition of the pools of companies within each region over the past year, the six ION members that tracked departures in 2005-2006 reported dramatically lower rates of departure for women than for men. Regardless of the departure rate or change in the companies that comprise the research universe, however, as in 2006-2007, these data demonstrate two important facts.

1. The rate at which new directors join the boards of public companies in ION’s regions is more than sufficient to rebut any claim that the absence of women directors is attributable to a scarcity of board vacancies. Whether they are created by directors who retire or by action of boards to increase their size, the number of vacancies on these boards is large enough to offer many opportunities in every ION region for boards to give serious consideration to qualified women candidates.

2. Unless and until companies take concerted action to reach out and seriously consider qualified women for these positions, there is unlikely to be any real change in board composition for decades to come. The similarities between the turnover statistics reported by ION members this year and their reports of five years ago, and the minimal increase in the numbers and percentages of women directors on the boards of companies in their regions during the interim make it clear that only a dramatic increase in the rate at which women are elected to public company boards will make any real difference in the overall composition of these boards.

Over the past five years, virtually every leading proponent of good corporate governance practices has weighed in with calls for greater diversity among corporate directors, and in particular for more women and people of color. Prior ION annual reports have cited many of these voices, including McKinsey, The Corporate Library, Catalyst and academic researchers, who have linked board diversity to improved company performance on a range of measures from financial metrics to the quality of decision-making. Based on the data contained in this report, one can only conclude that the literature, conference presentations and advocacy have not succeeded in changing current practices and that the traditional networks relied on to fill board vacancies are as strong as ever.

Nevertheless, neither ION’s members nor those organizations and individuals with whom ION has affiliated are prepared to reduce their efforts to bring about change. The demands of the global economy require a different mindset among those who seek to compete and succeed. Women comprise such significant percentages of the professional workforce, the markets in which U.S. companies sell, and the ownership of the wealth that fuels the economy, that they simply cannot continue to be ignored. Even those companies with all-male leadership that claim to be satisfied with their performance to date could benefit by taking advantage of opportunities to add some diversity to their top ranks.

In 12 ION regions, between 70% and 90% of all newly elected independent directors were men.

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4- In 2005-2006, ION had eight members. Board turnover data were provided by California, Florida, Georgia, Massachusetts, Philadelphia and Wisconsin. Michigan did not provide board turnover data that year. The Chicago Network, which is no longer a member of ION, reported that the percentage of departing directors who were women exceeded the rate at which women joined the board of the 50 companies in its pool at that time.

5- In this regard, we note the quarterly statistics reported by Directors & Boards, e.g., Third Quarter 2011, p. 6 that claim that in recent years the election of women to boards has proceeded at rates in excess of 40% during several quarters. Prior editions of that publication have shown rates of at least 30%. Because the flow of new directors included in these figures is based in part on self-reporting and includes companies of all sizes and, on occasion, companies that are privately held, these statistics would not appear to be reliable indicators of the rate at which women are taking their place in the boardrooms of U.S. public companies. If women were joining these boards at a rate of more than 30% in each of the past three years, the figures reported by Catalyst, Spencer Stuart and ION, among others, would reflect a far greater presence of women corporate directors. Although the positive numbers may confuse some people, the publicity that Directors & Boards gives to board composition and to the women who are newly elected is welcome.
In previous annual reports, ION has issued “calls to action” targeting different groups of organizations and individuals who are in positions to make a difference in diversifying the composition of corporate leadership in this country. In light of our focus this year on the opportunities presented by the normal turnover of directors, we call upon those who are closest to that process to take the following actions:

**Board Chairs and Nominating Committee Chairs:** Now, more than ever, there is a need for serious board evaluations. Rather than rely upon mandatory retirement ages or term limits to create vacancies on your boards, adopt a thoughtful process that requires the board annually to consider who is currently on the board and whether and how it can be made stronger. Mandatory retirement ages (that often are increased or ignored) can create expectations of unreasonably long tenure on the part of directors who may no longer contribute sufficient value in a constantly changing marketplace.

**All Sitting Directors:** All directors, not just the women and members of nominating committees, need to (a) speak up on the issue of board composition; (b) get to know and to introduce to their peers accomplished women who have the potential to add value to the board going forward; (c) require search firms and nominating committees to include more women on their lists of prospective directors; (d) insist that the nominating committee interview women as well as men for each vacancy; and (e) encourage the board to expand its size in order to add a woman with exceptional capabilities when she is identified and becomes available for board service.

**All Nominating Committee Members:** There are many sources to which you can look for assistance in identifying candidates who fit the changing needs of your boards. A notable resource is the newly unveiled Diverse Director Datasource (3D) that CalPERS, CalSTRS and The Corporate Library commissioned GMI to develop and maintain (www.gmi3d.com). AgendaWeek (www.agendaweek.com) recently issued “The Agenda International 100: Top Board Candidates With Global Skills,” which supplements its September 2010 release of “The Agenda Diversity 100: Top Diverse Board Candidates You’ve Never Heard Of.” And organizations such as ION, Catalyst and Women Corporate Directors are well connected to the pipeline of talented board candidates who happen to be women. Take advantage of these and other sources of great board candidates.

**Executive Recruiters:** Don’t sit back and wait for your clients to direct you to expand your search efforts to include accomplished women on the slates of board candidates you develop for them. Instead, make a concerted effort to identify and to meet with women who are not in your databases or are not yet “known” to you but who nevertheless have the skills and experience that would add value to the boards of your clients. Further, urge your clients to look beyond titles and familiar networks in considering board candidates and to take gender diversity into account in the board search process.

All over the world, from Norway to the United Kingdom to Malaysia to Australia, the pace of change in the gender composition of boards has markedly increased in response to a range of efforts by governments, stock exchanges and the business community. U.S. companies that compete in a global marketplace cannot afford to be left behind. They and their boards need to challenge and change the assumptions and practices that continue to produce the landscape described in this report. Their stakeholders deserve no less.
Researchers for all ION member organizations collected the data reflected in this report from the most recent proxy statements (DEF 14A), annual reports (Form 10-K) and current reports (Form 8-K) that public companies with headquarters in their respective areas filed with the Securities and Exchange Commission (SEC).

The individual reports of ION’s members differ in terms of the number of companies they include and the extent of the geographic area they encompass. Two ION members (New York and Philadelphia) limit their research to companies within metropolitan areas; the other 12 cover entire states. This year, the number of companies included range from 24 (Alabama) to 400 (California). By using the same definitions and methodology, however, ION’s members have produced results that can be compared.

Because the companies for which the majority of ION’s members collect data include so many with revenues falling below those of the Fortune 500, the percentages of women directors and executive officers in those regions tend to be extremely low. The comparable figures for those ION members whose research include only larger companies are relatively high. For comparative purposes, therefore, some tables in this report present figures separately for the totality of companies that each ION member tracks and for the Fortune 500 companies in its region. The numbers in parentheses refer to the number of companies for each region that are in the Fortune 500 followed by the total number of companies in its research pool.


### Percent of Board Seats Held by Women

The numbers in parentheses refer to the number of companies for each region that are in the Fortune 500, followed by the total number of companies tracked by the respective ION Member Organization.

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Because the companies for which the majority of ION’s members collect data include so many with revenues falling below those of the Fortune 500, the percentages of women directors and executive officers in those regions tend to be extremely low. The comparable figures for those ION members whose research include only larger companies are relatively high. For comparative purposes, therefore, some tables in this report present figures separately for the totality of companies that each ION member tracks and for the Fortune 500 companies in its region. The numbers in parentheses refer to the number of companies for each region that are in the Fortune 500 followed by the total number of companies in its research pool.

Percent of Board Seats Held by Women of Color

The numbers in parentheses refer to the total number of companies tracked by the respective ION Member Organization.

Percent of Companies with 25% or More Women Directors

The numbers in parentheses refer to the total number of companies tracked by the respective ION Member Organization.
Percent of Companies with NO Women Directors

The numbers in parentheses refer to the number of companies for each region that are in the Fortune 500, followed by the total number of companies tracked by the respective ION Member Organization.
<table>
<thead>
<tr>
<th>Region (number of companies in sample)</th>
<th>Percent of Executive Officers Who Are Women</th>
<th>Percent of Companies With NO Women Executive Officers</th>
<th>Percent of CEOs Who Are Women</th>
<th>Total Number of Women Among Top Compensated Executives</th>
<th>Percent of Top Compensated Executives Who Are Women</th>
<th>Number of Companies With NO Women Among Top Compensated Executives</th>
<th>Percent of Companies With NO Women Among Top Compensated Executives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama (24)</td>
<td>9.6%</td>
<td>75.0%</td>
<td>NA</td>
<td>7</td>
<td>6.3%</td>
<td>19</td>
<td>79.2%</td>
</tr>
<tr>
<td>California (400)</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>178</td>
<td>9.2%</td>
<td>258</td>
<td>64.5%</td>
</tr>
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<td>Florida (100)</td>
<td>11.6%</td>
<td>55.0%</td>
<td>4.0%</td>
<td>31</td>
<td>6.6%</td>
<td>74</td>
<td>74.0%</td>
</tr>
<tr>
<td>Georgia (136)</td>
<td>9.8%</td>
<td>58.1%</td>
<td>2.9%</td>
<td>41</td>
<td>7.3%</td>
<td>87</td>
<td>68.5%</td>
</tr>
<tr>
<td>Kansas/Missouri (47)</td>
<td>8.0%</td>
<td>57.4%</td>
<td>2.1%</td>
<td>11</td>
<td>5.0%</td>
<td>36</td>
<td>76.6%</td>
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<td>Maryland (84)</td>
<td>13.1%</td>
<td>54.8%</td>
<td>3.6%</td>
<td>32</td>
<td>9.1%</td>
<td>59</td>
<td>70.2%</td>
</tr>
<tr>
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<td>9.6%</td>
<td>49.0%</td>
<td>6.0%</td>
<td>33</td>
<td>6.5%</td>
<td>73</td>
<td>73.0%</td>
</tr>
<tr>
<td>Michigan (100)</td>
<td>13.3%</td>
<td>49.0%</td>
<td>3.0%</td>
<td>41</td>
<td>6.2%</td>
<td>64</td>
<td>64.0%</td>
</tr>
<tr>
<td>Minnesota (100)</td>
<td>17.4%</td>
<td>32.0%</td>
<td>6.0%</td>
<td>52</td>
<td>12.8%</td>
<td>63</td>
<td>63.0%</td>
</tr>
<tr>
<td>NYC Metro (100)</td>
<td>15.4%</td>
<td>28.0%</td>
<td>4.0%</td>
<td>53</td>
<td>10.5%</td>
<td>60</td>
<td>60.0%</td>
</tr>
<tr>
<td>Philadelphia (100)</td>
<td>10.1%</td>
<td>56.0%</td>
<td>2.0%</td>
<td>46</td>
<td>9.6%</td>
<td>66</td>
<td>66.0%</td>
</tr>
<tr>
<td>Tennessee (65)</td>
<td>10.3%</td>
<td>55.4%</td>
<td>1.5%</td>
<td>28</td>
<td>8.9%</td>
<td>43</td>
<td>66.2%</td>
</tr>
<tr>
<td>Texas (94)</td>
<td>6.4%</td>
<td>68.1%</td>
<td>2.1%</td>
<td>32</td>
<td>6.4%</td>
<td>64</td>
<td>68.1%</td>
</tr>
<tr>
<td>Wisconsin (50)</td>
<td>12.3%</td>
<td>42.0%</td>
<td>8.0%</td>
<td>28</td>
<td>10.3%</td>
<td>29</td>
<td>58.0%</td>
</tr>
<tr>
<td>Fortune 500 (497)</td>
<td>14.1%</td>
<td>27.4%</td>
<td>3.2%*</td>
<td>162</td>
<td>7.5%</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>

**ION Member Organizations**

- **The Board Connection**
  Dallas, TX | 214-840-2451
  www.theboardconnection.org
  Founded in 2009, The Board Connection ("TBC") is dedicated to helping women reach the boardroom. The Texas non-profit organization was formed to attract highly skilled executive women who are no more than five years from board readiness. The goal is to develop a pipeline of women - with a focus on assessment, training, networking and connecting these women to the boardroom. The group is dedicated to increasing the number of women who serve on corporate boards in Texas and beyond.

- **Board of Directors Network**
  Atlanta, GA | 770-489-6669
  www.boarddirectorsnetwork.org
  The Board of Directors Network, founded in 1993 in Atlanta, Georgia, is a research and advisory organization with the mission “to increase the number of women in executive leadership and on corporate boards of directors.” BDN is comprised of women and men representing boards of directors, corporations, government agencies, academia, the legal and financial professions, not-for-profit organizations, and the media.

- **The Boston Club**
  Marblehead, MA | 781-639-8002
  www.thebostonclub.com
  The Boston Club, founded in 1976, is an organization of more than 500 senior executive and professional women that promotes the advancement of women in business and the professions. It provides personal and professional development programs, conducts research on issues affecting women in business, and works to increase the participation of women on corporate and nonprofit boards.

- **CABLE**
  Nashville, TN | 615-269-7489
  www.nashvillecable.org
  CABLE is Tennessee’s largest and most established network of diverse professionals committed to connecting women and opportunity. With over 600 members and a 30-year history, CABLE meets members where they are and provides them with resources to grow their businesses, build their careers, achieve highest levels of leadership, serve their communities and develop their unique talents and strengths.
Central Exchange
Kansas City, MO | 816-471-7560
www.centralexchange.org

Central Exchange was formed in 1980 to promote the personal and professional development of women with an emphasis on leadership training. It has more than 1,000 members from throughout the Kansas City metropolitan area. Central Exchange presents personal and professional development programs almost daily at two locations in the area, as well as an annual one-day women’s leadership conference and an intensive, one-year development program for emerging women leaders.

Financial Women’s Association of New York
New York, New York | 212-533-2141
www.FWA.org

Founded in 1956, the Financial Women’s Association (FWA) is a leading executive organization of over 800 women and men committed to shaping leaders in business and finance with a special emphasis on the role and development of women in business and in boardrooms. The FWA serves its members through educational programs and networking opportunities, and serves the community through its nationally acclaimed scholarship, mentoring and training programs.

The Forum of Executive Women
Fort Washington, PA | 215-628-9944
www.forumofexecutivewomen.com

The Forum of Executive Women, founded in 1977, is a membership organization of more than 350 women of influence in the Greater Philadelphia region with our members holding top positions in every major segment of the community. As the region’s premier women’s organization, we actively work to promote our mission to leverage the power of executive women in the Greater Philadelphia region to expand the impact and influence of women leaders.

Inforum Center for Leadership
Detroit, MI | 313-578-3230
www.inforummichigan.org

Inforum Center for Leadership accelerates careers through unique leadership development programs that allow women to challenge themselves, take risks, and reach the next level. The Center also conducts and publishes research on women’s leadership influence in Michigan, and facilitates the placement of women on corporate boards. Inforum is one of the largest and most prestigious statewide business forums in the nation, with over 2,000 members from a broad cross-section of Michigan’s business community.

Milwaukee Women inc
Milwaukee, WI | 414-905-0117
www.milwaukeewomeninc.org

Milwaukee Women inc, founded in 2002, is the collaborative effort of Milwaukee area executive and professional women seeking to accelerate the advancement of women in key leadership roles and in doing so change the face and quality of leadership. Steering committee participants include representatives from Milwaukee’s leading women’s professional organizations, as well as corporate, nonprofit and academic leaders.

Minnesota Women’s Economic Roundtable
Minneapolis, MN | 612-871-2914
www.stkate.edu/mn_census/10/

Minnesota Women’s Economic Roundtable is a forum for high-profile women leaders to gain knowledge of cutting-edge economic issues, discuss the implications of the economy on professional and personal lives, and contribute to the formation of economic policies. Membership in MWER is by invitation only and is limited to 110 active women leaders with varying career experiences and diverse personal characteristics, such as age, race and ethnicity. Membership includes women from large and small businesses, government, corporate and the non-profit sector.

Network 2000
Baltimore, MD | 410-783-8225
www.network2000md.org

In 1993, a group of Maryland women business leaders created Network 2000. Their mission was to assure leadership opportunities for qualified women, increase the number of women serving as directors on corporate Boards of Directors and educate the public on the benefits of having women in decision making positions. Today, its membership of 80 women and men continues to support the founders’ mission through mentoring programs, research, community grants and education.

Women Executive Leadership (WEL)
Boca Raton, FL | 561-395-4581
www.womenexecutiveleadership.com

Women Executive Leadership (WEL) advocates, educates and connects accomplished women. WEL is a not-for-profit organization whose primary purpose is to increase the number of women on corporate boards by recognizing and connecting accomplished women and further expanding their influence within their respective business communities. WEL’s membership is reflective of executive women of diverse businesses in Florida.
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