

# Progress or No Room at the Top?

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## The Role of Women in Telecommunications, Broadcast, Cable and E-Companies

Data for this project compiled by Lorie Slass, Annenberg Public Policy Center  
with research assistance from Nicole Porter, Annenberg Public Policy Center

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## EXECUTIVE SUMMARY

As we enter the 21st century, it is astounding how few women are at the helm of top communications and media firms. These somber statistics present an invaluable opportunity for companies and trade associations to reflect and reward practices designed to attract and retain talented female executives.

**Susan Ness, Commissioner,  
Federal Communications  
Commission**

- The world of broadcasting and communications is changing rapidly. Television, film, music, radio and publishing companies are being absorbed into ever larger corporations, while telecommunications and e-companies are becoming a prime source for information and commerce all over the world. Yet, as these changes in technology and ownership heighten competition among broadcasting and telecommunications companies, it seems they may be overlooking one major resource – women.
- Even the newest media conglomerates and high tech companies may reflect old attitudes in their executive suites. Women are rarely represented among top executives and boards of directors of media, telecommunications and e-companies, even as these same companies compete fiercely for viewers and users at home and at work.
- Women make up only 13% of the top executives of media, telecom and e-companies and only 9% of their boards of directors. And these figures could actually overstate women’s participation in top-level decision-making -- of all the executives included in this analysis, only 3% were women with ‘Clout Titles.’ (See page 5 for a description of ‘Clout Titles.’)
- Company executives who are seeking to expand audience share are missing an opportunity to double the real life experiences and communication skills of women in corporate leadership.

## SUMMARY TABLES

### Where Are the Women in Telecommunications, Broadcast Media and E-Companies?

<b>EXECUTIVES</b>	<b>Executives Who Are Women</b>	<b>Total Executives</b>	<b>Percent Executives Who Are Women</b>
Network News	13	64	20%
Media Companies	13	130	10%
Telecom & Cable Companies	28	291	10%
E-Companies	43	272	16%
<b>TOTAL</b>	<b>97</b>	<b>757</b>	<b>13%</b>

<b>WOMEN WITH CLOUT TITLES</b>	<b>Total Executives</b>	<b>Executives With 'Clout Titles' Who Are Women</b>	<b>Percent of All Executives With 'Clout Titles' Who Are Women</b>
Network News	64	0	0%
Media Companies	130	1	1%
Telecom & Cable Companies	291	8	3%
E-Companies	272	11	4%
<b>TOTAL</b>	<b>757</b>	<b>20</b>	<b>3%</b>

<b>BOARD MEMBERS</b>	<b>Board Members Who Are Women</b>	<b>Total Board Members</b>	<b>Percent Board Members Who Are Women</b>
Media Companies	13	113	12%
Telecom & Cable Companies	23	214	11%
E-Companies	6	147	4%
<b>TOTAL</b>	<b>42</b>	<b>474</b>	<b>9%</b>

## ANALYSIS

### Broadcast Media & Entertainment Companies – Who Is Making the Decisions in Media Companies Today?

Media companies bring information and entertainment into the home and change the perspectives and lives of the viewer or user. They shape the world. The perspective of women at the decision-making level and as leaders of the strategic direction of these companies is critical to their bottom line performance, as women are often their largest target market.

**Dianne Blackwood, WICT  
Past National President**

The Annenberg Public Policy Center analyzed lists of top executives and board members of media/entertainment companies included in the *Fortune* 1000 top revenue earning companies in the US for 1999. So that all major networks would be represented, General Electric, a diversified company and owner of NBC, and News Corp., a non-US company that owns Fox News, were included in the analysis. See page 15 for a complete description of the methodology.

Only 13 of the 130 named executives in the media/entertainment companies (10%) were women (Table 1). The Center also analyzed the corporate leadership for the network news companies. Only 20% of the top executives at the major news networks (ABC News, CBS News, CNBC, CNN and Fox News) were women (Table 2).

Table 1

MAJOR MEDIA/ENTERTAINMENT COMPANY <sup>1</sup> EXECUTIVES			
Company	Executives Who Are Women	Total Executives Reported <sup>2</sup>	Percent Women
AOL/Time Warner	0	20	0%
Clear Channel Communications <sup>3</sup>	5	20	25%
General Electric	2	20	10%
News Corp	1	18	6%
USA Networks	1	20	5%
Viacom <sup>4</sup>	2	12	17%
Walt Disney Company	2	20	10%
<b>TOTAL</b>	<b>13</b>	<b>130</b>	<b>10%</b>

Table 2

NETWORK NEWS EXECUTIVES			
Company <sup>+</sup>	Executives Who Are Women	Total Executives Reported <sup>5</sup>	Percent Women
ABC NEWS	1	7	14%
CBS NEWS	3	12	25%
CNBC NEWS	2	15	13%
CNN	5	22	23%
FOX NEWS	2	8	25%
<b>TOTAL</b>	<b>13</b>	<b>64</b>	<b>20%</b>

<sup>+</sup>Executive information for NBC News was not available.

However, titles in and of themselves may not accurately reflect a person’s role in the company. While we do not wish to underplay the accomplishments of these women, questions remain: do these women hold real power within their companies? Are these women executives overseeing a variety of departments or are they in positions traditionally held by women, such as public relations, marketing and human resources?

In order to get a sense of the level of power these women hold, we reviewed the list of women executives to determine who held ‘Clout Titles.’ Catalyst, a non-profit research and advisory organization working to advance women in business identified ‘Clout Titles’. ‘Clout Titles’ include Chairman, Chief Executive Officer, Vice Chairman, President, Chief Operating Officer, Senior Executive Vice President and Executive Vice-President. Executives with these titles have the highest level of power within an organization.

As a CEO for over 16 years at three different entertainment companies, I am both hopeful, yet concerned, about the inability of women and minorities to hold the highest positions in business. I am hopeful because of the expanding number of women in top management positions, as they prove essential in building strong companies. But I am concerned because there are almost no women holding CEO jobs and top board of director positions.

**Margaret Loesch, CEO,  
Odyssey Holdings**

Table 3

<b>‘CLOUT TITLES’ OF EXECUTIVES IN THE MAJOR ENTERTAINMENT/MEDIA COMPANIES WHO ARE WOMEN</b>		
Title	Number	Percent of All Media Executives
Chairman	0	0%
CEO	0	0%
Vice Chairman	0	0%
President	0	0%
Chief Operating Officer	0	0%
Senior Executive Vice President	0	0%
Executive Vice President	1	1%
<b>TOTAL</b>	<b>1</b>	<b>1%</b>

Table 4

<b>‘CLOUT TITLES’ OF EXECUTIVES IN NETWORK NEWS COMPANIES WHO ARE WOMEN</b>		
Title	Number	Percent of All Network News Executives
Chairman	0	0%
CEO	0	0%
Vice Chairman	0	0%
President	0	0%
Chief Operating Officer	0	0%
Senior Executive Vice President	0	0%
Executive Vice President	0	0%
<b>TOTAL</b>	<b>0</b>	<b>0%</b>

There was just one woman with a ‘Clout Title’ among major media/entertainment companies (less than 1% of all the media entertainment executives) (Table 3) and not even one in network news companies (Table 4).

While the media industry doesn’t have a strong history of training and mentoring women and minorities, we are slowly waking up to the fact that our future depends on it.

**Jeff Smulyan,  
Chairman & CEO,  
Emmis Communications**

When the data is examined to determine if these women executives are in departments traditionally populated by women, we found that around half of the female executives (46% in the media/entertainment companies and 38% of the female news executives) work in communications/marketing/PR, human resources or government relations. (Tables 5 and 6).

Table 5

<b>DEPARTMENTS IN MAJOR ENTERTAINMENT/MEDIA COMPANIES IN WHICH EXECUTIVES WHO ARE WOMEN WORKED</b>		
<b>Department</b>	<b>Number</b>	<b>Percent</b>
Communications/Marketing/PR	4	31%
Human Resources	1	8%
Government Relations	1	8%
<b>TOTAL</b>	<b>6</b>	<b>46%</b>

Table 6

<b>DEPARTMENTS IN NETWORK NEWS IN WHICH EXECUTIVES WHO ARE WOMEN WORKED</b>		
<b>Department</b>	<b>Number</b>	<b>Percent</b>
Communications/Marketing/ PR	3	23%
Human Resources	3	23%
<b>TOTAL</b>	<b>5*</b>	<b>38%</b>

\*One executive was corporate vice president for human resources and public relations and is represented in both categories. The total reflects the total number of executives and does not double count the executive that was both in PR and HR.

Women account for only a fraction of the board members of these companies as well: just 12% of the board members of the media/entertainment companies are women (Table 7).

Table 7

<b>BOARD OF DIRECTORS OF MAJOR ENTERTAINMENT/MEDIA COMPANIES 2000-2001</b>			
<b>Company</b>	<b>Board Members Who Are Women</b>	<b>Total Board Members</b>	<b>Percent Board Members Who Are Women</b>
AOL Time Warner <sup>5</sup>	1	16	6%
Clear Channel Communications <sup>7</sup>	0	13	0%
General Electric <sup>8</sup>	4	19	21%
News Corp. <sup>9</sup>	0	15	0%
USA Network <sup>10</sup>	2	13	15%
Viacom <sup>11</sup>	2	18	11%
Walt Disney Company <sup>12</sup>	4	19	21%
<b>TOTALS</b>	<b>13</b>	<b>113</b>	<b>12%</b>

One of the best ways for women to penetrate the corporate mystique is to serve on corporate boards and become actively involved in the inner workings of other corporations.

**Debra Lee, President/COO, BET Holdings, Inc.**

## NEW COMPANIES, OLD ATTITUDES – TELECOMMUNICATIONS, CABLE & INTERNET COMPANIES

Women like doing business with like-minded companies and this “affinity” element is a critical one to understand in rationalizing more women at the senior level. Women value relationships with corporations and products that demonstrate support of women’s initiatives and concerns.

**Kay Koplovitz, CEO, Women Working Network; Chair, National Women’s Business Council**

As global communication changes, telecommunication, cable TV and Internet companies have stepped forward with new structures and technologies to communicate news and information around the world. Do women find it easier to reach leadership positions in these companies - or do old habits persist, even in the new economy?

The Annenberg Public Policy Center analyzed the top executives and board members for those companies among the top 1000 revenue earners identified by *Fortune* as telecommunications. Even in newer companies, women make up a small percentage of top executives and board members.

Table 8

<b>MAJOR TELECOM &amp; CABLE COMPANIES<sup>13</sup> EXECUTIVES</b>			
<b>Company</b>	<b>Executives Who Are Women</b>	<b>Total Executives Reported<sup>14</sup></b>	<b>Percent Executives Who Are Women</b>
ALLTEL	0	13	0%
AT&T <sup>15</sup>	2	20	10%
Bell South	2	20	10%
Cablevision	3	15	20%
Century Tel	1	16	6%
Citizens Communication <sup>16</sup>	0	20	0%
Comcast	3	20	15%
Cox Communications	3	20	15%
Echostar	1	10	10%
Nextel	1	20	5%
NTL	0	9	0%
Qwest <sup>17</sup>	0	20	0%
SBC Communications	6	19	32%
Sprint	2	20	10%
Telephone and Data Systems	1	20	5%
Verizon <sup>18</sup>	3	19	16%
Worldcom <sup>19</sup>	0	10	0%
<b>TOTAL</b>	<b>28</b>	<b>291</b>	<b>10%</b>

Only one in ten (10%) of the telecom and cable executives is a woman (Table 8), and just eight of the 27 hold 'Clout Titles' (only 3% of all the telecom executives included in the analysis) (Table 9). In addition, half of executives in these companies (50%) who are women work in public relations, marketing or human resources (Table 10).

Table 9

<b>'CLOUT TITLES' OF WOMEN EXECUTIVES IN THE MAJOR TELECOMMUNICATION &amp; CABLE COMPANIES</b>		
<b>Title</b>	<b>Number</b>	<b>Percent of All Telecom Execs</b>
Chairman	0	0%
Chief Executive Officer	0	0%
Vice Chairman	0	0%
President	0	0%
Chief Operating Officer	0	0%
Senior Executive Vice President	3	1%
Executive Vice President	5	2%
<b>TOTAL</b>	<b>8</b>	<b>3%</b>

Table 10

<b>DEPARTMENTS WOMEN TELECOM &amp; CABLE EXECUTIVES WORKED IN</b>		
<b>Department</b>	<b>Number</b>	<b>Percent</b>
Communications/Marketing/ PR	9	32%
Human Resources	5	18%
<b>TOTAL</b>	<b>14</b>	<b>50%</b>

Of the 214 members of boards of directors on the 17 telecommunications companies included in the *Fortune* 1000, only 23, or about one in ten, are women (Table 11).

Reasonable progress has been made for women in the middle ranks of telecom management. It is at the senior levels, at the CEO level especially, and at the board level, however, that great needs still persist.

**Leo Hindery, Chairman, HL Capital, Inc.**

Table 11

BOARD OF DIRECTORS OF TELECOMMUNICATIONS COMPANIES			
Company	Women Board Members	Total Board Members	Percent Women Board Members
ALLTEL <sup>20</sup>	1	14	7%
AT&T <sup>21</sup>	1	14	7%
Bell South <sup>22</sup>	2	13	15%
Cablevision <sup>23</sup>	1	14	7%
Century Tell <sup>24</sup>	1	14	7%
Citizens Communication <sup>25</sup>	1	13	8%
Comcast <sup>26</sup>	1	9	11%
Cox Communications <sup>27</sup>	1	7	14%
Echostar <sup>28</sup>	0	5	0%
Nextel <sup>29</sup>	1	10	10%
NTL <sup>30</sup>	0	13	0%
QWest <sup>31</sup>	2	14	14%
SBC <sup>32</sup>	6	21	29%
Sprint <sup>33</sup>	1	10	10%
Telephone and Data Systems, Inc <sup>34</sup>	2	13	15%
Verizon <sup>35</sup>	1	16	6%
Worldcom <sup>36</sup>	1	14	7%
<b>TOTAL</b>	<b>23</b>	<b>214</b>	<b>11%</b>

For analysis of the e-company executives, researchers used *Fortune Magazine's* list of top e-companies. According to *Fortune* "these companies are redefining not only the way business is done but also how we shop, communicate, advertise, entertain ourselves, plan our lives, and manage our finances<sup>37</sup>."

Although women appear to have equal representation in the trenches of the communications industry, it is alarming that only a select few have been placed in positions of true power and influence.

**Maggie Wilderotter,  
President & CEO,  
Wink Communications**

Table 12

MAJOR E-COMPANY <sup>38</sup> EXECUTIVES			
Company	Executives Who Are Women	Total Executives Reported <sup>39</sup>	Percent of Executives Who Are Women
Amazon.com	0	10	0%
Ameritrade	2	9	22%
AOL/Time Warner	0	20	0%
Charles Schwab	6	20	30%
CMGI	3	20	15%
CNET	3	14	21%
Doubleclick	3	20	15%
E*Trade	5	17	29%
EBay	3	11	27%
Freemarkets.com	1	12	8%
Healthon/WebMD	3	14	21%
Homestore.com	1	12	8%
Infospace	1	12	8%
Knight Trading Group	0	16	0%
Openwave (phone.com)	0	7	0%
RealNetworks	3	20	15%
Vertical Net	1	20	5%
Yahoo	8	18	44%
<b>TOTAL</b>	<b>43</b>	<b>272</b>	<b>16%</b>

Only 16% of the executives in the largest e-companies were women (Table 12) and 35% of the executives worked in communications/ marketing/PR or human resources (Table 13). Eleven of the female executives in the e-companies held ‘Clout Titles’ (accounting for only 4% of all e-company executives) (Table 14). Notably, one e-company, eBay, has a female President and CEO, Margaret Whitman. Whitman was the only female CEO among the 757 executives included in this analysis.

Table 13

E-COMPANY DEPARTMENTS IN WHICH EXECUTIVES WHO ARE WOMEN WORKED		
Department	Number	Percent
Communications/Marketing/PR	7	16%
Human Resources	8	19%
<b>TOTAL</b>	<b>15</b>	<b>35%</b>

Table 14

'CLOUT TITLES' OF EXECUTIVES IN THE MAJOR E-COMPANIES WHO ARE WOMEN		
Title	Number of Women	Percent of All E-Company Execs*
Chairman	0	0%
Chief Executive Officer	1	.4%
Vice Chairman	2	1%
President	4	0%
Chief Operating Officer	0	0%
Senior Executive Vice President	0	0%
Executive Vice President	4	2%
<b>TOTAL</b>	<b>11</b>	<b>4%</b>

\*Execs with more than one ‘Clout Title’ were only counted once (for example if someone was President & CEO they were only counted in the CEO category).

When people talk about the qualities of leadership that will win out in the 21st Century, they use female words – intuitive, collaborative, inclusive – it’s a world filled with webs and networks, not hierarchies, warfare, command and control.

**Gerry Laybourne,  
President & CEO, Oxygen Media**

While there are a small number of women in the executive suites of these e-companies, even fewer occupy the boardrooms. Fewer than one in twenty board members (4%) of the major *Fortune* e-companies are women (Table 15).

Table 15

BOARD OF DIRECTORS OF THE MAJOR E- COMPANIES			
Company	Board Members Who Are Women	Total Board Members	Percent Board Members Who Are Women
Amazon <sup>40</sup>	1	5	20%
Ameritrade <sup>41</sup>	0	9	0%
AOL/Time Warner <sup>42</sup>	1	16	6%
Charles Schwab <sup>43</sup>	1	13	8%
CMGI <sup>44</sup>	0	6	0%
Dobleclick <sup>45</sup>	0	8	0%
E*Trade <sup>46</sup>	0	9	0%
eBay <sup>47</sup>	2	7	29%
Freemarkets.com <sup>48</sup>	1	8	13%
Healtheon/WebMd <sup>49</sup>	0	12	0%
Homestore <sup>50</sup>	0	7	0%
Infospace <sup>51</sup>	0	8	0%
Knight Trading Group <sup>52</sup>	0	14	0%
Openwave.com <sup>53</sup>	0	6	0%
Real Networks <sup>54</sup>	0	5	0%
Vertical.net <sup>55</sup>	0	7	0%
Yahoo <sup>56</sup>	0	7	0%
<b>TOTAL</b>	<b>6</b>	<b>147</b>	<b>4%</b>

## ON THE AIR, BUT NOT IN CONTROL

While the number of women who are anchors or in prominent on air positions in local TV and radio news has increased, women account for less than one in four news directors nationwide, and an even smaller proportion of general managers (17% in television and 13% in radio.). And the newest industry, cable television, has the lowest percentage of women represented, with women accounting for only 4% of systems managers (Table 16).

The numbers are somewhat better at national and network news, but the pattern is inconsistent: women comprise almost half (44%) of network and national cable anchors, but they are only 19% and 38%, respectively, of radio and television network bureau chiefs in the Bacon's Media Database.

With the emergence of interactive services in the broadband communications industry, it is critical for women not only to participate in this technology development, but to help guide and lead it.

**Yvette Gordon, Vice President, Interactive Technologies, Seachange International, Inc.**

Table 16

WOMEN IN BROADCASTING – RADIO AND TELEVISION ON-AIR, EDITORIAL AND PUBLIC AFFAIRS <sup>57</sup>			
Title	Total*	Women	Percent Who Are Women
TV Anchors (Local)	2474	1276	52%
TV Promotions Managers/Directors	409	187	46%
TV Anchors (National)	70	31	44%
Radio Promotions Managers	2158	924	43%
Network Bureau Chiefs (TV)	72	27	38%
Executive Producer TV	608	222	37%
Radio Ad Sales Managers	2511	933	37%
Television Ad Sales Managers	1064	331	31%
Radio News Directors	2383	672	28%
TV News Directors	765	200	26%
Network Bureau Chief (Radio)	27	5	19%
Television General Managers	1003	170	17%
Meteorologists	1259	177	14%
Radio General Managers	4873	640	13%
Cable Systems Managers	570	20	4%
TV Sports Anchors	520	19	4%

\*Contacts with that title from Bacon's Media Database, contacts that held the same title for multiple stations were only listed once.

## The Public Face of the Media Industry: Who Communicates for the Communicators?

Many trade associations represent the interest of media and telecommunications companies, as listed in the *Associations Yellow Book, Winter 2001*, published by Leadership Directories, Inc. The Yellow Book includes the presidents and boards of directors of these associations, together with their annual budgets.

The lack of women at board level in US media and telecommunications companies is significant; but it's an even greater issue internationally. I represent Liberty Media on boards in the UK, Japan, Ireland, France, Spain; and in none of the companies is there another woman at the board or executive director level.

**Miranda Curtis, President, Liberty Media International**

Of 40 different trade associations representing the range of media and telecommunications companies, women account for 17% and 12%, respectively, of the boards of directors. Six of the 27 media trade associations (22%) have women who are presidents, compared to just 1 of the 13 telecommunications associations (Tables 17 & 18).

Table 17

Media Trade Associations <sup>58</sup>	President Who Is A Woman	Board Members Who Are Women	Total Board Members	Percent of Board Who Are Women
Academy of Television Arts & Sciences	N	2	6	33%
American Business Media	N	2	22	9%
American Society of Newspaper Editors	N	6	20	30%
Association of American Publishers, Inc.	Y	2	20	10%
Association of Imaging Technology and Sound	N	1	14	7%
Association of Local Television Stations, Inc.	N	0	19	0%
BPA International	N	5	29	17%
Cable & Telecommunications Association for Marketing	Y	9	25	36%
Cable Television Laboratories, Inc.	N	0	4	0%
Magazine Publishers of America, Inc.	Y	9	43	21%
National Association of Broadcasters	N	9	61	15%
National Association of State Radio Networks, Inc.	Y	1	6	17%
National Association of Television Program Executives	N	9	22	41%
National Cable Television Association	N	0	31	0%
National Cable Television Cooperative, Inc.	N	3	12	25%
National Newspaper Association	Y	1	19	5%
Newspaper Association of America	N	0	5	0%
PROMAX	N	6	22	27%
Radio Advertising Bureau, Inc.	N	0	51	0%
Radio-Television News Directors Association	Y	8	26	31%
Regional Reporters Association	N	8	13	62%
Satellite Broadcasting and Communications Association of America	N	6	35	17%
Society of Motion Picture and Television Engineers	N	1	41	2%
Society of Professional Journalists	N	4	23	17%
Television Bureau of Advertising, Inc.	N	5	35	14%
The Association of America's Public Television Stations	N	6	19	32%
The National Academy of Television Arts and Sciences	N	7	29	24%
<b>TOTAL</b>	<b>6</b>	<b>110</b>	<b>652</b>	<b>17%</b>

Table 18

Telecommunications Trade Associations <sup>59</sup>	President Who Is A Woman	Board Members Who Are Women	Total Board Members	Percent of Board Who Are Women
Alliance for Telecommunications Industry Solutions	Y	4	33	12%
Building Industry Consulting Services International	N	1	11	9%
Cellular Telecommunications and Internet Association	N	N/A	N/A	N/A
Communications Supply Service Association	N	1	18	6%
Competitive Telecommunications Association	N	3	18	17%
Healthcare Information and Management Systems Society	N	6	12	50%
National Telephone Cooperative Association	N	0	12	0%
Personal Communications Industry Association	N	0	4	0%
Society of Cable Telecommunications Engineers, Inc.	N	1	15	7%
Telecommunications Industry Association	N	3	45	7%
The Organization for the Promotion and Advancement of Small Telecommunications Companies	N	3	21	14%
United States Telecom Association	N	4	45	9%
Wireless Communications Association International	N	0	36	0%
<b>TOTAL</b>	<b>1</b>	<b>32</b>	<b>270</b>	<b>12%</b>

Anecdotal evidence reveals that women are even less likely to be featured prominently at major media and telecommunications industry meetings. Women are rarely superpanel members or keynoters. Recent examples include the National Association of Broadcasters meeting in April, 2000, the annual meeting for the Cellular Telecommunications Association (Wireless 2000), the Competitive Telecommunications Industry Association Annual Convention, February 2000, and Supercomm 2000 in June, co-sponsored by the United States Telecom Association and the Telecommunications Industry Association – none of which had women as featured speakers. There were just two exceptions: the Personal Communications Industry Association in September 2000 had one woman among its major speakers, as did the Wireless Communications Association meeting in July 2000

Where women are included they are more likely to be moderators than presenters: For example, at the National Cable Television Association Meeting in May 2000, all three women among the 27 speakers were moderators. And while the Association of Local Television Stations (ALTV) Annual Meeting, in January of 2000, had thirty major speakers in the program, just two – a panelist and a moderator – were women.

One of our biggest priorities is to create a workforce that is as diverse as our customer base. It is the right thing to do. It is also the right thing to do for our business. We will make better decisions and be more successful if the people who develop, market and service our products match our customers.  
**Steve Burke, President, Comcast Cable Communications, Inc.**

## CONCLUSION & RECOMMENDATIONS

Being the first woman to break through a glass ceiling anywhere means special pressures and responsibilities, and among them is the opportunity to ensure that the next CEO, the next board member, the next panelist, is also a woman. That means being sure that when we get to the top, we drop down the ladder for those who come behind...and we share with them the knowledge, experience they will need to take each step.

**Pat Michell, President, PBS**

As telecommunications, cable and e-commerce and media industries face the challenges of a rapidly changing economy, they don't seem to be forward looking in developing their strategies for leadership. Communications companies are innovating in technology, ways of sending and receiving information, and economic models for the 21<sup>st</sup> century – but their executive suites and boardrooms still largely resemble the stereotyped practices of the 1950's. Women represent a larger and larger share of the target users and audiences these companies are trying to reach, but women's talents and life experiences are still underrepresented by company decision-makers. The time has come for future-oriented companies to add new talent and leadership as they adjust their product lines and services to address the requirements of the new economy and new century.

We urge communications companies and their trade associations to determine whether more can be done within their own institutions to include women at the highest levels.

Based on discussions with prominent industry executives, we have compiled a list of concrete steps that can be taken to achieve the goal of advancing more women to the top levels in these industries as well as and increasing realistic opportunities for entrepreneurial women to own telecommunications and media outlets.

Finding the right executives to lead top companies is a difficult task even under ideal conditions. Reducing that available talent pool 50% by categorically precluding women from these positions makes it a virtual certainty that many of these companies are not being led by the best talent. It greatly reduces the level of competition and hurts the entire Industry.

**Ann Carlsen, Founder & CEO,  
Carlsen Resources, Inc.**

### Advancing Women to Top Level Positions

- Mentoring – Women at the top have few mentors or colleagues with whom to consult. Such feedback can play a vital role in success. Mentoring opportunities with both senior executive women and men provide valuable assistance and should be encouraged.
- Executive Recruitment – Executive recruiters should be encouraged to identify qualified women for senior and top level jobs when searches are undertaken. Executive search firms can distinguish themselves in the marketplace by establishing lists of accomplished women in these fields.

The problem is most probably not the result of malice or deliberate exclusion, but rather, due to maintaining comfort levels of high ranking executives – males feeling most comfortable with other males. It is up to the corporate world to establish an atmosphere where male and female executives can learn to feel comfortable working together, appreciating the contribution that such diversity brings to the table.

**Jill A. Slavin, President,  
FastForward Communications**

- Training – Trade associations and companies should identify successful training programs, both in and outside the industry, that could be used to train more women for top level positions, or to develop such programs where none now exist. Associations should become a resource for such information.
- Internal Audit – Companies and trade associations should do a thorough internal examination to determine whether they encourage or discourage women from advancing within their institutions and whether their corporate culture encourages retention of such executives. Are there women who today are qualified to move into positions of greater responsibility and authority? Are there programs in place to train executives, and have women been encouraged to participate in such programs? Have efforts been undertaken to ensure that women are made aware when top level openings occur?
- Industry Associations – Trade associations should examine their convention and conference programming to ensure that executive women are featured on super-panels and as keynoters. Such recognition will help companies to identify talented women for other positions.

### Placing More Women on Boards

- Working with Executive Recruiters – Companies filling board positions should work with executive recruiters with a demonstrated record of success in identifying qualified women for placement.
- Mentoring – Women and men should be identified who already are serving on boards of directors of communications companies and who are willing to mentor women seeking similar board opportunities.

Different voices in the boardroom give a company not just diversity, but depth.

**Anne Sweeney, President,  
ABC Cable Networks Group;  
President, Disney Channel  
Worldwide**

### Ownership

- Identifying Sources of Capital – A resource list should be developed of general sources of capital as well as of funds earmarked for women.
- Reinstatement of the Tax Certificate – Support is needed for legislation that would create a viable tax certificate program that includes women.
- Training – Training opportunities should be identified – or created – that would give entrepreneurial women vital information and contacts.
- Mentoring – Female and male owners willing to serve as mentors for entrepreneurial women should be identified and matched with those interested in ownership opportunities.

## METHODOLOGY

### **Executives**

#### *News Companies*

For each of the news companies, researchers conducted a Lexis-Nexis search of the 2001 Directory of Corporate Affiliations. Since Fox News was not included in the Directory, executive information was gathered from their website (<http://www.newscorp.com/management/foxnews.html> [Viewed, February 2001]). While the Directory of Corporate Affiliations lists top executives, it may not be an exhaustive list and some key executives may be left out.

#### *Media, Telecommunication and E-Companies*

Data for executives were gathered in a Lexis-Nexis search of the Hoover's Profiles of Companies, 2001. Hoover Profiles include a listing of key officers for companies. This information is gathered from company sources such as the annual report and press releases, from official filings such as the 10-K and proxy statements, and from outside sources such as newspapers, trade journals, and other articles in the press. Hoover's updates these lists on a daily basis throughout the year using press releases or other notifications in the press (see [http://www.hoovers.com/hoov/join/sample\\_officers.html](http://www.hoovers.com/hoov/join/sample_officers.html)). While this list is thorough, and includes the most senior executives, it may not be exhaustive and some executives could be excluded. The Hoovers data was taken from the 2001 Hoovers Directory. The executive list for Homestore.com was taken from <http://ir.stockmaster.com/ir/HOMS/officers.html>, viewed February 2001.

### **Boards of Directors**

Data for boards of directors were taken from annual reports, the company's website, e-mail responses from the companies or from company descriptions in Yahoo Finance.

### **On-Air, Editorial and Public Affairs**

Bacon's Media Database of media contacts was searched for specific titles and positions and entries were sorted by gender.

### **Trade Association Data**

All trade association data were obtained from the *Associations Yellow Book Winter 2001*.

## ENDNOTES

- <sup>1</sup>From *Fortune* list of top Entertainment companies, <http://www.fortune.com/fortune/fortune500/ind145.html> (Viewed, February 2001 and General Electric which owns NBC and News Corp. which owns Fox. Some of the companies on the list have been acquired by other companies; those acquisitions are cited in the endnotes section.
- <sup>2</sup>Hoover's Company Profile Database, 2001
- <sup>3</sup>Acquired AMFM and SFX in 2000.
- <sup>4</sup>Acquired CBS, Inc. in 2000.
- <sup>5</sup>From Directory of Corporate Affiliations, 2001 for all companies except Fox News which was taken from <http://www.newscorp.com/management/foxnews.html> (Viewed, February 2001)
- <sup>6</sup>[www.timewarner.com/about/whos\\_who/board/index.html](http://www.timewarner.com/about/whos_who/board/index.html) (Viewed, February 2001)
- <sup>7</sup>Acquired AMFM and SFX in 2000; Board information from an Email from Randy Palmer VP/Investor Relations
- <sup>8</sup>[http://www.ge.com/news/exec\\_office/board.htm](http://www.ge.com/news/exec_office/board.htm) (Viewed, February 2001)
- <sup>9</sup><http://www.newscorp.com/management/board.html> (Viewed, February 2001)
- <sup>10</sup><http://yahoo.marketguide.com/mgi/biograph.asp?rt=biograph&rn=A11A0> (Viewed, February 2001)
- <sup>11</sup>Viacom acquired CBS, Inc. in 2000, board information from US Business Directory, February 1, 2001
- <sup>12</sup>2000 Annual Report
- <sup>13</sup>From the Fortune list of top telecommunications companies, <http://www.fortune.com/fortune/fortune500/ind157.html> (Viewed, February 2001). Some of the companies on the list have been acquired by other companies; those acquisitions are cited in the endnotes section.
- <sup>14</sup>Hoover's Company Profile Database, 2001
- <sup>15</sup>Acquired Media One in 2000
- <sup>16</sup>Formerly Citizens Utilities
- <sup>17</sup>Acquired US West in 2000
- <sup>18</sup>Acquired Bell Atlantic & GTE in 2000
- <sup>19</sup>Acquired MCI in 2000
- <sup>20</sup><http://www.alltel.com/investors-index.html> (Viewed February 2001)
- <sup>21</sup>Acquired Media One group in 2000, [http://www.att.com/leadership/leadership\\_a.html](http://www.att.com/leadership/leadership_a.html)(Viewed, February 2001)
- <sup>22</sup><http://bellsouthcorp.policy.net/whoweare/board.vtml> (Viewed, February 2001)
- <sup>23</sup><http://www.cablevision.com/company/index.html> (Viewed, February 2001)
- <sup>24</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=1748N> (Viewed, February 2001)
- <sup>25</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?nss=yahoo&rt=offrdirs&rn=18770> (Viewed, February 2001)
- <sup>26</sup>[http://WWW.COMCAST.COM/defaultframe.asp?section=about\\_us&SubSection=au-board](http://WWW.COMCAST.COM/defaultframe.asp?section=about_us&SubSection=au-board) (Viewed, February 2001)
- <sup>27</sup>[http://WWW.COX.COM/Corp/Fact%20Sheet.asp#P59\\_2230](http://WWW.COX.COM/Corp/Fact%20Sheet.asp#P59_2230) (Viewed, February 2001)
- <sup>28</sup>[http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=dish&script=2200](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=dish&script=2200) (Viewed, February 2001)
- <sup>29</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?nss=yahoo&rt=offrdirs&rn=A02BD> (Viewed, February 2001)
- <sup>30</sup>[http://www.corporate-ir.net/ireye/ir\\_site.zhtml?ticker=NLI&script=2200#dir](http://www.corporate-ir.net/ireye/ir_site.zhtml?ticker=NLI&script=2200#dir) (Viewed, February 2001)
- <sup>31</sup>Acquired US West in 2000, <http://www.qwest.com/about/company/board/index.html>
- <sup>32</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=8220N> (Viewed, February 2001)
- <sup>33</sup><http://www3.sprint.com/sprint/ir/sd/bod.html> (Viewed, February 2001)
- <sup>34</sup><http://www.teldta.com/investor/index-frames.html> (Viewed, February 2001)
- <sup>35</sup><http://investor.verizon.com/profile/board.html> (Viewed, February 2001)
- <sup>36</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=50715> (Viewed, February 2001)
- <sup>37</sup>From Fortune's description of the Fortune e-companies, December 1999.
- <sup>38</sup>From the *Fortune* list of top e-companies, <http://www.fortune.com/fortune/e50/> (Viewed, February 2001)
- <sup>39</sup>Hoover's Company Profile Database, 2001, except for Homestore.com, taken from <http://ir.stockmaster.com/ir/HOMS/officers.html> (Viewed February 2001).
- <sup>40</sup><http://www.iredge.com/IREdge/IREdge.asp?c=002239> (Viewed, February 2001)
- <sup>41</sup><http://www.amtd.com/investor/2000annual/sharei/> (Viewed, February 2001)
- <sup>42</sup>[www.timewarner.com/about/whos\\_who/board/index.html](http://www.timewarner.com/about/whos_who/board/index.html) (Viewed, February 2001)
- <sup>43</sup>Email from Charles Schwab PR received February 14, 2001
- <sup>44</sup>[http://www.cmgi.com/about/leadership\\_director.jhtml](http://www.cmgi.com/about/leadership_director.jhtml) (Viewed, February 2001)
- <sup>45</sup>[http://ir.doubleclick.net/ireye/ir\\_site.zhtml?ticker=DCLK&script=2200](http://ir.doubleclick.net/ireye/ir_site.zhtml?ticker=DCLK&script=2200) (Viewed, February 2001)
- <sup>46</sup>2000 Annual Report
- <sup>47</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=A1C7E> (Viewed, February 2001)
- <sup>48</sup><http://yahoo.marketguide.com/mgi/offrdirs.asp?nss=yahoo&rt=offrdirs&rn=A216D> (Viewed, February 2001)

- <sup>49</sup> <http://www.webmd.com/corporate/index.html> (Viewed, February 2001)
- <sup>50</sup> <http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=A1F92> (Viewed, February 2001)
- <sup>51</sup> <http://yahoo.marketguide.com/mgi/offrdirs.asp?nss=yahoo&rt=offrdirs&rn=A1D4E> (Viewed, February 2001)
- <sup>52</sup> Formerly Knight Trimark, <http://yahoo.marketguide.com/mgi/offrdirs.asp?rt=offrdirs&rn=A1B47> (Viewed, February 2001)
- <sup>53</sup> Formerly phone.com, <http://www.openwave.com/about/board.html> (Viewed, February 2001)
- <sup>54</sup> <http://www.freedgar.com/Search/FilingsResults.asp?SourcePage=CompanyList&CIK=1046327&UseFrame=1&FormType=&DateFiled=&CompanyName=REALNETWORKS+INC> (Viewed, February 2001)
- <sup>55</sup> <http://www.verticalnet.com/AboutUs/Board.asp> (Viewed, February 2001)
- <sup>56</sup> [http://docs.yahoo.com/info/investor/inv\\_officers.html](http://docs.yahoo.com/info/investor/inv_officers.html) (Viewed, February 2001)
- <sup>57</sup> Taken from Bacon's Media Contacts Database, February 2001
- <sup>58</sup> From the *Associations Yellow Book, Winter 2001*
- <sup>59</sup> From the *Associations Yellow Book, Winter 2001*