

**THE GLASS CEILING IN THE EXECUTIVE SUITE:  
THE 2<sup>ND</sup> ANNUAL APPC ANALYSIS OF WOMEN LEADERS  
IN COMMUNICATION COMPANIES**

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## **ABOUT THE ANNENBERG PUBLIC POLICY CENTER OF THE UNIVERSITY OF PENNSYLVANIA**

The Annenberg Public Policy Center was established by publisher and philanthropist Walter Annenberg in 1994 to create a community of scholars within the University of Pennsylvania that would address public policy issues at the local, state and federal levels. Consistent with the mission of the Annenberg School for Communication, the Center examines a number of public policy issues including: Information and Society; Media and the Developing Mind; Media and the Dialogue of Democracy; Women and Leadership and Health Communication. The Center supports research and sponsors lectures and conferences in these areas. This series of publications disseminates the work of the Center.

- Kathleen Hall Jamieson

## **ACKNOWLEDGEMENTS**

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**Susan Ness**, director of Information and Society, Annenberg Public Policy Center Washington, DC, and former commissioner of the Federal Communication Commission, contributed to this report.

**Lorie Slass**, director of the Center's Washington office, helped to gather and analyze the data. She also wrote parts of the report.

**Kathleen Hall Jamieson**, director of the Annenberg Public Policy Center and professor of communication at the University of Pennsylvania's Annenberg School for Communication, directed this research.

### **Errata:**

The report issued in August 2002 included an error regarding the boards of directors of the Radio Advertising Bureau. There are 60 members of the board, 5 of whom are women. We regret any problems this error may have caused. The changes in this corrected report are as follows:

- on page 4, second to last bullet, the percentage of female board members for the 20 media trade associations changed from 20 to 19
- on page 29, Trade Associations, the first paragraph now reads: Among 657 directors of 26 media associations, 126 (19 percent) are women.
- The first sentence of the next paragraph removes the Radio Advertising Bureau from the list of trade associations without female board members and now reads: Three associations, however, have no women on their boards of directors. Those are: Cable Television Laboratories Inc., Newspaper Association of America, and Society of Motion Picture and Television Engineers.

- Both charts on page 30 were changed to reflect the new numbers.

## OVERVIEW

As viewers, readers and consumers of products, women are aggressively courted by telecommunications and media companies. But does their presence in senior-executive positions or on the board of directors reflect their importance in the marketplace?

Last year, the Annenberg Public Policy Center (APPC) undertook a study of executive women in communications companies, entitled “Progress or No Room at the Top? The Role of Women in Telecommunications, Broadcast, Cable and E-Companies.” This follow-up report, inventories the extent to which women hold top leadership positions in the largest media and entertainment enterprises, telecommunication, publishing, and e-companies, as well as in the trade associations that represent these companies’ interests.

The report also explores the extent to which women are television news executives, anchors, and producers both nationally and locally; among heads of over 120 broadcast television and cable channels; and among publishers of over a thousand daily newspapers and 500 magazines.

Overall, the study demonstrates that women are significantly underrepresented as corporate leaders in the largest communication companies, as well as in the trade associations that represent them. Additionally, the top-echelon executives —such as chairs and vice chairs, presidents, chief executives or operating officers of the companies —are still overwhelmingly male. This finding is consistent across each of the communication sectors we examined.

Discussing the gains women have made in television news, on June 3, 2002 the *New York Times* reported that, “by the standards of a few years ago, the [news] business is beginning to look something like a sorority meeting.” However, while more women are now serving as news executives, they still account for much less than 50 percent of news executives. Indeed, at the very top of TV news and other communication businesses, executive and board meetings more closely resemble fraternity than sorority gatherings. Across the different communication sectors we analyze, women account for less than 25 percent of the senior decision-makers. The percentage of women among the top-executives is even smaller.

## KEY FINDINGS

- At the top of the leadership of 10 entertainment conglomerates, women comprise 13 percent of directors and 14 percent of executives. Within these 10 companies, there is only one woman among the highest-ranking executives.
- In the 23 largest telecommunication and cable providers identified by *Fortune* magazine, women account for 12 percent of directors and 16 percent of executives. In only two companies are women found among the highest-ranking executives.
- At the top of the 11 largest publishing companies selected by *Fortune* magazine, women account for 17 percent of directors and 22 percent of executives. The highest-ranking female executive is vice chair of a company.
- At the top of the 13 most successful e-companies selected by *Fortune* magazine, women account for only eight percent of directors and 18 percent of executives. A woman is chief executive officer of only one of the 13 companies.

**Summary Table: Women among top executives and directors across four major communication-industry sectors**

	Women Among Board of Directors	Women Among Top Executives
Entertainment companies	13%	14%
Telecommunications & cable providers	12%	16%
Publishing companies	17%	22%
E-companies	8%	18%

- In the seven commercial broadcast television and cable networks, women account for 32 percent of news executives.
- Among presidents and chief executive officers (CEOs) of over 120 broadcast television and cable networks (or channels) only 16 percent are women. Four out of five heads of local cable systems are men, as are more than four out of five heads of local television stations.
- Among publishers of over 1,450 daily newspapers in top 210 media markets, only 14 percent are women. Women are proportionately more often found among magazine publishers: they head 28 percent of over 550 magazines.
- In 20 media trade associations, women comprise 19 percent of directors. Among 20 presidents of these associations, six are women. In 13 telecommunication trade associations, 11 percent of directors are women, and the president of only one association is a woman.
  - At their annual conferences in 2002 some media and telecommunication associations improved their record in featuring women as keynote and general-session presenters, compared to 2000.

## THE STUDY AND ITS METHODOLOGY

### The Companies

All industry classifications were adopted from *Fortune* magazine (2002), which ranked the top 1,000 companies by revenue in 2001 fiscal year.<sup>1</sup> Since *Fortune's* estimates are a widely accepted measure of business success, we used them to determine the largest communication companies. We analyzed all the companies that *Fortune* classified as top entertainment, telecommunications and publishing, as well the top 13 e-companies from *Fortune's* e-50 list.

Because of their sizable media and entertainment holdings we added General Electric and Fox Entertainment Group to *Fortune's* top eight entertainment conglomerates. More specifically, General Electric, ranked sixth on *Fortune* 1000 list, was added because it owns NBC; Fox Entertainment Group, which is not a *Fortune* 1000 company, was added because it owns Fox network and a wide array of media businesses. Even though the holdings of these 10 conglomerates cover both news and entertainment, to be consistent with *Fortune's* classification we refer to this category as entertainment.

### Board Members and Top Executives

Unless otherwise indicated, all data about directors were gathered from the most recent annual shareholder reports and from company proxy statements filed with the Securities and Exchange Commission (SEC) in 2002. Information on top executives was gathered primarily from company annual shareholder reports for the 2001 fiscal year (or in some instances from the more-recent reports). Whenever available, we used annual shareholder reports; in addition to including annual financial statements filed with the SEC, the stockholder reports usually provide a more detailed list of executives. When these reports were not publicly available, we relied on company websites and on financial reports filed with the SEC (10K statements).

Information on news network executives was collected from *News Media Yellow Book* (Spring 2002). More specifically, for each of the networks, we analyzed the section titled "news executives." Additional information about broadcast television and cable networks (or channels) was obtained from the Bacon's *2002 Media Directory* electronic database (available

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<sup>1</sup> Most companies, though not all, ended the 2001 fiscal year December 31, 2001.

through Media Map). Bacon's list of media organizations' personnel is updated monthly; our searches were performed in June 2002.

### **Trade Associations**

The list of associations representing media and telecommunication companies, including the data about presidents and directors of these associations, was gathered from *Associations Yellow Book* (Winter 2002). We also tracked the number of female speakers at the associations' conferences in 2002, and contrasted this new finding with the one for 2000 (see the last year's report at <http://www.appcpenn.org/women/>). Because of the September 11th events, many of the major media and telecommunications associations did not hold their annual conferences in 2001.

### **A Note About the Methodology**

Some research caveats should be noted. Data are provided for each company and across different industries. When disclosing their leadership in their annual reports, companies are not consistent in the number and level of the executives they list. Creating a hierarchy for job titles is very difficult to do. For example, some companies report all executives down to regional officers, whereas others disclose only a handful of senior executives. Additionally, a corporate executive vice president of one company may not control as many resources or exercise as much power as a division president in another. Moreover companies increasingly bestow the title of "president" to smaller and smaller operating units.

Our results also may be biased due to temporally inconsistent data. Companies operate on different cycles; most but not all ended 2001 at the end of that fiscal year. Also, more recent changes within these companies are not included.

The gender of each executive or director was verified through additional research or by calling the companies.

## WOMEN AT THE HELM OF ENTERTAINMENT CONGLOMERATES

*Fortune* identified the eight largest entertainment companies. We also included General Electric and Fox Entertainment Group in this category because of their significant ownership of mass media businesses; General Electric owns NBC network while Fox Entertainment Group, a U.S.-based holding of the News Corporation, owns Fox network and many media businesses.<sup>2</sup>

As shown in Table 1, among 128 members of the board of directors of 10 entertainment conglomerates, 16 (13 percent) are women. Two of these companies, AMC Entertainment and Clear Channel Communications, have no women on their boards.

**Table 1: Women among directors of the 10 entertainment conglomerates.\***

Company	Fortune rank	Female directors	Total directors	Percent female
USA Networks	329	3	12	25%
Walt Disney	73	4	16	25%
General Electric	6	3	16	19%
Fox Entertainment Group	~	1	8	13%
Viacom	85	2	18	11%
Gemstar-TV Guide International	906	1	12	8%
Metro-Goldwyn-Mayer	898	1	12	8%
AOL Time Warner	37	1	15	7%
AMC Entertainment	977	0	8	0%
Clear Channel	243	0	11	0%
<b>Total:</b>		<b>16</b>	<b>128</b>	<b>13%</b>

\*Eight of the companies were from *Fortune's* list of top entertainment companies. General Electric and Fox Entertainment Group were added because of their ownership of television networks.

Last year, among 113 directors of seven entertainment conglomerates, 12 percent were women. However, since the companies included in *Fortune's* list changes each year, we cannot compare this year's results with last year's. Thus, we cannot infer whether the number of female directors increased or decreased since our last report was issued. However we can look at when each of the female directors was appointed. Among the 16 female directors (see Table 1), only one—a member of USA Network's board—was appointed in 2001. Four other women joined their boards in 2000, and most others in the late nineties; only three women were named to serve as directors in the early nineties (one in 1993 and two in 1994).

<sup>2</sup> As the only movie exhibitor among companies that mostly produce (or own companies that produce) media content, AMC Entertainment seems to be out of place in this list; our methodology, however, requires that it be included in the analysis.



The percentage of female executives (Table 2) in these 10 entertainment companies is similar to that of female directors. Among 193 top executives, 27 (14 percent) are women. Fox Entertainment Group and USA Networks Inc. reported no female executives in their 2001 annual report. Last year we found that, among the 130 top executives of seven entertainment companies, 13 (10 percent) were women. It should be noted again, however, that we cannot infer whether the difference represents an increase.<sup>3</sup>

**Table 2: Women among top executives of the 10 entertainment conglomerates.**

Company	Fortune rank	Female executives	Total executives	Percent female
Gemstar-TVGuide International	906	1	4	25%
Clear Channel	243	8	34	24%
Viacom	85	2	10	20%
General Electric	6	8	47	17%
Walt Disney	73	3	20	15%
Metro-Goldwyn-Mayer	898	2	16	13%
AMC Entertainment	977	1	17	6%
AOL Time Warner	37	2	32	6%
Fox Entertainment Group	~	0	8	0%
USA Networks, Inc.	329	0	5	0%
<b>Total:</b>		<b>27</b>	<b>193</b>	<b>14%</b>

**Note:** Information for Metro-Goldwyn-Mayer and for USA Networks Inc. (now USA Interactive) is taken from companies' website, for Viacom's from the annual report (10K) report filed with the SEC on March 29, 2002.

Table 3 lists the names and titles of the female executives reported in the 10 entertainment companies' annual reports. As Table 3 illustrates, in these 10 companies, only one woman, Elsie Ma Leung, is among the highest-ranking executives (Leung is co-president and CFO of Gemstar-TV Guide International, a News Corporation affiliate).

Other female executives hold significant positions in the 10 entertainment conglomerates. For example, six women are presidents of business units. At the Walt Disney Company, Anne M. Sweeney is president of ABC Cable Networks Group and of Disney Channel Worldwide; Nina Jacobson presides over Buena Vista Motion Pictures Group and Jan E. Smith over Disney Interactive/Buena Vista Game Entertainment Studio. Similarly, at General Electric, Pamela Thomas Graham heads cable network CNBC (NBC's joint venture with Dow Jones) and Joyce Hergenhan is president of GE Fund (and a vice president of the company). At AOL-Time Warner, Kathryn Bushkin presides over the AOL Foundation, and also serves as senior vice president of corporate relations.

<sup>3</sup> Because of the changes in *Fortune's* list of top companies, as well as because different data sources were used in this and last year's report, we cannot infer any increase or decrease in the number of female executives and board members between the two reports.

The majority of the 27 top female executives of the 10 entertainment companies — 13 of them — are vice presidents in various capacities; six others are senior vice presidents, two are executive vice presidents, and one is chief operating officer of a business unit.

**Table 3: Top female executives at the 10 entertainment conglomerates by company, name, title and business unit.**

Company	Name	Title	Business unit
AMC Entertainment	Nancy L. Gallagher	Vice President, Corporate Secretary	
AOL Time Warner	Patricia Fili-Krushel	Executive Vice President/ Administration	
	Kathryn A. Bushkin	Senior Vice President/ Corporate Relations President	AOL Foundation
Clear Channel	Julie Hill	Senior Vice President/ Finance	
	Kathryn Johnson	Senior Vice President/ Corporate Relations	
	Carolyn Burek	Vice President/ Corporate Accounting	
	Kathryn Koch	Vice President/ Outdoor Accounting	
	Susan Krieg	Vice President/ Corporate Reporting	
	Stephanie Rosales	Vice President/ Corporate Tax	
	Diane Dalton Warren	Vice President/ Communications	
	Coline McConville	Chief Operating Officer	International
Fox Entertainment Group	<b>NONE</b>		
Gemstar-TV Guide Intl.	Elsie Ma Leung	Co-President, Co-Chief Operating Officer, CFO	
General Electric	Lynn A. Calpeter	Vice President/ Audit Staff	
	Beth Comstock	Vice President/ Corporate Communications	
	Pamela Daley	Vice President, Senior Counsel/ Transactions	
	Joyce Hergenhan	Vice President President	GE Fund
	Susan M. Walter	Vice President/ Government Relations	
	Susan M. Peters	Vice President/ Executive Development	
	Kassie B. Canter	Senior Vice President/ Corporate Communications	NBC
	Pamela Thomas-Graham	President	CNBC
Metro-Goldwyn-Mayer	Darcie Denkert	Senior Executive Vice President	Worldwide Theatrical Business Affairs/ Entertainment Legal
	Anita Camarata	Executive Vice President	MGM Music
USA Networks, Inc.	<b>NONE</b>		
Viacom	Susan C. Gordon	Vice President, Controller, Chief Accounting Officer	
	Carol A. Melton	Senior Vice President/ Government Affairs	
Walt Disney	Anne M. Sweeney	President	ABC Cable Networks, Disney Channel Worldwide
	Nina Jacobson	President	Buena Vista Motion Pictures Group
	Jan E. Smith	President	Walt Disney Internet Group

## WOMEN AT THE HELM OF TELECOMMUNICATION AND CABLE PROVIDERS

Within the *Fortune* 1000 there are 23 telecommunication and cable providers. Among 268 members of the boards of directors of these companies, there are 32 women (12 percent) (See Table 4). Last year, among 214 directors of 17 companies, there were 23 women (11 percent).

Adelphia Communications and NTL, two companies now in bankruptcy, and IDT are the only companies that have no female directors at all.

Of the 32 female directors, only three were elected in 2001. Four were elected in 2000, 18 from 1995 to 1999, five in the early nineties, and two in late eighties.

However, women are better represented among executives of cable and telecommunication providers than on boards. Of 571 executives, 89 (16 percent) are women (see Table 5) Last year we found that women accounted for only 10 percent high ranking of executives (28 out of 291 executives were women). However, once again, we cannot infer that the number of female executives increased since our last report primarily because the companies included in *Fortune's* list has changed.

**Table 4: Women among directors of the 23 largest telecommunication companies and cable providers.**

Company	Fortune Rank	Female directors	Total directors	Percent female
SBC Communications, Inc.	27	6	21	29%
Broadwing Inc.	621	2	12	17%
XO Communications	951	2	12	17%
BellSouth Corporation	82	2	13	15%
Cox Communications	937	1	7	14%
Qwest Communications	102	2	14	14%
Telephone and Data Systems, Inc.	560	2	14	14%
AT&T	15	2	15	13%
Charter Communications	417	1	8	13%
EchoStar Communications Corporation	407	1	8	13%
Verizon Communications Inc.	11	2	16	13%
Sprint	68	1	9	11%
Comcast	198	1	10	10%
Nextel Communications	252	1	10	10%
WorldCom	42	1	11	9%
Cablevision systems	373	1	12	8%
Citizens Communications	564	1	13	8%
Alltel Corporation	250	1	14	7%
CenturyTel, Inc.	665	1	14	7%
McLeodUSA Incorporated	752	1	15	7%
Adelphia Communications	456	0	4	0%
IDT	968	0	5	0%
NTL	434	0	11	0%
<b>Total:</b>		<b>32</b>	<b>268</b>	<b>12%</b>

**Note:** Information about Adelphia, EchoStar, McLeodUSA, and NTL was obtained from the websites.

**Table 5: Women among top executives of the 23 largest telecommunication companies and cable providers.**

Company	Fortune Rank	Female executives	Total executives	Percent female
AT&T Corporation	15	4	16	25%
SBC Communications, Inc.	27	23	94	24%
Cox Communications	937	14	61	23%
Citizens Communications	564	5	23	22%
BellSouth Corporation	82	10	50	20%
Verizon Communications Inc.	11	3	16	19%
Nextel Communications	252	3	19	16%
CenturyTel, Inc.	665	1	7	14%
Qwest Communications	102	2	14	14%
Broadwing Inc.	621	4	31	13%
Comcast	198	8	64	13%
McLeodUSA Incorporated	752	2	16	13%
XO Communications	951	2	15	13%
Cablevision systems	373	2	17	12%
EchoStar Communications Corporation	407	1	9	11%
IDT	968	2	22	9%
Sprint	68	1	12	8%
Charter Communications	417	1	18	6%
Telephone and Data Systems, Inc.	560	1	18	6%
Adelphia Communications	456	0	23	0%
Alltel Corporation	250	0	12	0%
NTL	434	0	10	0%
WorldCom International, Inc.	42	0	4	0%
<b>Total:</b>		<b>89</b>	<b>571</b>	<b>16%</b>

**Note:** Information for WorldCom is obtained from Yahoo's financial guide; for Adelphia, NTL, and McLeodUSA from companies' websites; for Sprint, Echostar Comm., and XO Comm. from annual reports filed with the SEC. SBC's Cassandra Carr was not included in annual shareholders' report, but was listed in the annual report for the 2001 fiscal year filed with SEC, and was therefore included in our analysis.

Across these 23 telecommunication and cable companies, there are only two women among the highest-ranking executives (see Table 6). Chris Davis is the chairman of the board of directors and chief executive officer at McLeodUSA Inc., and Karen Puckett is executive vice president and chief operating officer at CenturyTel, Inc.

Overall, as Table 6 indicates, 11 women (including CenturyTel's Puckett) serve as executive vice presidents in various capacities, and four serve as senior executive vice presidents. Fifteen women are senior vice presidents, and the majority of others are vice presidents or hold other positions. Additionally, at AT&T, BellSouth Corporation, Broadwing Inc., Comcast, Qwest, and SBC Communication, at least one woman heads a business unit.

**Table 6: Top female executives of the 23 largest telecommunication companies by company, name, title, and business unit.**

<b>Company</b>	<b>Name</b>	<b>Title</b>	<b>Business Unit</b>
<b>Adelphia Communications</b>	<b>NONE</b>		
<b>Alltel Corporation</b>	<b>NONE</b>		
<b>AT&amp;T Corporation</b>	Betsy J. Bernard	President & Chief Executive Officer	AT&T Consumer
	Mirian Graddick-Weir	Executive Vice President/ Human Resources	
	Marilyn J. Wasser	Vice President/ Law and Corporate Secretary	
	Constance K. Weaver	Vice President/ Investor Relations	
<b>BellSouth Corporation</b>	Valencia I. Adams	Chief Operating Officer/ Consumer Services	
	Suzanne H. Detlefs	Vice President/ Strategic Management	
	Deborah A. Freedman	Vice President and Chief Technology Officer/ Information Technology	
	Lori S. Groves	Vice President/ E-Commerce and Technology Architecture	
	Rebecca M. Dunn	Senior Vice President/ Corporate Compliance and Corp. Sec.	
	Margaret H. Greene	President/ Regulatory and External Affairs	
	Linda S. Harty	Vice President and Treasurer	
	Nancy C. Humpries	Vice President/ Investor Relations	
	Krista S. Tillman	State President	North Carolina
	Donna A Lee	Chief Marketing Officer	
<b>Broadwing Inc.</b>	Mary E. McCann	Senior Vice President/ Corporate Finance	
	Linda D. Frank	Vice President/ Emerging Markets	
	Cori G. Rothenbach	Vice President/ Consumer Market	
	Maxine L. Moreau	Chief Services Officer	
<b>Cablevision systems</b>	Sheila A. Mahony	Executive Vice President/ Communications, Government and Public Affairs	
	Margaret A. Albergo	Executive Vice President/ Planning and Operations	
<b>CenturyTel, Inc.</b>	Karen A. Puckett	Executive Vice President and Chief Operating Officer	
<b>Charter Communications</b>	Diane Scheneiderjohn	Senior Vice President/ Marketing and Programming	
<b>Citizens Communications</b>	Katherine M. Caminiti	Assistant Vice President/ Accounting	
	Laura L. Di Preta	Assistant Vice President/ Corporate Accounting	
	Jeanne M. DiSturco	Vice President/ Human Resources	
	Geri M. Morganteen	Assistant Vice President/ Employee Development	
	Brigid M. Smith	Assistant Vice President/ Corporate Communications	
<b>Comcast</b>	Amy L. Banse	Vice President/ Programming Investments	
	Karen Dougherty Buchholz	Vice President/ Corporate Communications	
	Marlene S. Dooner	Vice President/ Investor Relations	
	Suzanne L. Keenan	Senior Vice President/ Customer Service	Comcast Cable
	Sheila Willard	Senior Vice President/ Government Affairs	Comcast Cable
	Darlene M. Daggett	Executive Vice President/ Merchandising, Sales, Product Planning	QVC Inc.
	Mindy Herman	President, CEO	E! Entertainment TV
	Debra Green	CEO	G4

<b>Company</b>	<b>Name</b>	<b>Title</b>	<b>Business Unit</b>
<b>Cox Communications</b>	Mae Douglas	Senior Vice President and Chief People Officer	
	Jill Campbell	Vice President/ Operations	
	Susan W. Coker	Treasurer	
	Ellen M. East	Vice President/ Communications and Investor Relations	
	Kimberly C. Edmunds	Vice President/ Customer Service	
	Robin Sangston	Vice President & Assistant General Counsel	
	Shauna J. Sullivan	Assistant Secretary	
	Lynne E. Elander	Vice President/ Video Product Management	
	Janet H. Barnard	Vice President/ General Manager	Omaha, NE
	Catherine McCollough	Vice President/ General Manager	Roanoke, VA
	Julie O. McGovern	Vice President/ General Manager	Santa Barbara/ Bakersfield, CA
	Gretchen H. Shine	Vice President/ General Manager	Tucson Sierra Vista, AZ
	Jacqui D. Vines	Vice President/ General Manager	Baton Rouge, LA
Connie S. Wharton	Vice President/ General Manager	West Texas	
<b>EchoStar Communications</b>	Soraya Hesabi-Cartwright	Executive Vice President	DISH Network
<b>IDT</b>	Anne T. Katz	Vice President/ Assembly and Test Operations	
	Mika Murakami	Treasurer	
<b>McLeodUSA Incorporated</b>	Chris Davis	CEO, Chairman of the Board of Directors	
	Cheri D. Roach	Group Vice President - Chief Information Officer	
<b>Nextel Communications</b>	Cathy Bradley	Senior Vice President and Chief Service Officer	
	Elizabeth R. Brooks	Vice President/ Corporate Communications	
	Christie A. Hill	Vice President and Corporate Secretary	
<b>NTL</b>	<b>NONE</b>		
<b>Qwest Communications</b>	Robin R. Szeliga	Executive Vice President Finance and Chief Financial Officer	
	Annette M Jacobs	Executive Vice President and President	Qwest Wireless
<b>SBC Communications, Inc.</b>	Karen E. Jennings	Senior Executive Vice President/ Human Resources	SBC Communications Inc.
	Linda S. Mills	Senior Executive Vice President/ Corporate Communications	SBC Communications Inc.
	Cassandra C. Carr	Senior Executive Vice President/ External Affairs	
	Cynthia J. Brinkley	President	SBC Southwestern Bell Arkansas
	Margaret M. Cerrudo	Senior Vice President/ HR Services	
	Lea Ann Champion	Senior Executive Vice President and Chief Marketing Officer	
	Catherine McCoughlin	President	SBC Ameritech Business Communication Services
	Patricia Diaz Dennis	Senior Vice President/ Regulatory and Public Affairs	
	Melanie S. Fannin	Senior Vice President, General Counsel, and Secretary	SBC Pacific Bell
	Carrie J. Hightman	President	SBC Ameritech Illinois
	Priscilla Hill-Ardoin	Senior Vice President/ FCC	
Linda S. Legg	Vice President, General Counsel, Secretary	SBC Directory Operations	
Marsha J. Linsday	President	SBC Nevada Bell	

<b>Company</b>	<b>Name</b>	<b>Title</b>	<b>Business Unit</b>
<b>SBC Communications Inc.</b> (continued)	Robin MacGillivry	Vice President	Broadband Integration
	Mary T. Manning	Senior Vice President/ Corporate Real Estate	
	Cynthia G. Marshall	Senior Vice President	SBC Pacific Bell Regulatory
	Norma Martinez Lozano	President	SBC Operator Services and Public Communications
	Melba Muscarolas	President	SBC Pacific Bell Northern and Central California
	Carmen P. Nava	President	SBC Pacific Bell Consumer Markets
	Joyce M. Taylor	President	SBC Pacific Bell San Francisco, Bay Area
	Gail Torreano	President	SBC Ameritech Michigan
	Lora Watts	President	SCB Pacific Bell
	Angiolina N. Wiskocil	Vice President	SCB/ Yahoo! Strategic Alliance
<b>Sprint</b>	Liane J. Pelletier	Senior Vice President/ Strategic Planning and Corporate Development	
<b>Telephone and Data Systems, Inc.</b>	Sandra L. Helton	Executive Vice President and CFO	
<b>WorldCom International, Inc.</b>	<b>NONE</b>		
<b>Verizon Communications Inc.</b>	Mary Beth Bardin	Executive Vice President/ Public Affairs and Communication	
	Marianne Drost	Senior Vice President, Deputy General Counsel and Corporate Secretary	
	Joleen D. Moden	Vice President/ Internal Auditing	
<b>XO Communications</b>	NancyB. Gofus	Executive Vice President/ Marketing and Customer Care	
	Kim Albano	Vice President, Chief Service Officer	

## WOMEN AT THE HELM OF PUBLISHING COMPANIES

Since publishing companies own many newspapers, magazines, and many television stations, we are including them in our analysis even though the category was not analyzed last year. Although *Fortune* identified the 19 largest printing and publishing companies, we focus our analysis on those 12 that publish newspapers and magazines and own television stations. Non-media and printing companies were excluded from the analysis.

As Table 7 illustrates, among 143 directors of the 12 largest publishing companies, 25 (17 percent) are women. Tribune and Primedia each have one female director, while in most other companies two or more women serve as directors. With the death of Katherine Graham in 2001, the Washington Post Company listed to women on their Board of Directors in their 2001 annual report. After the Company issued its 2001 report, Alice Rivlin was elected a member of its board of directors. However, as stated in our methodology, the report does not reflect recent organizational changes.

**Table 7: Women among directors of the 12 largest publishing companies.**

Company	Fortune rank	Female directors	Total directors	Female directors
Gannett	287	3	8	38%
Scholastic	705	4	13	31%
Knight+Ridder	515	3	11	27%
New York Times	500	3	15	20%
Reader's Digest Assn.	577	2	10	20%
E.W. Scripps	867	2	11	18%
McGraw-Hill	356	2	11	18%
Belo	909	2	14	14%
Dow Jones	763	2	15	13%
Primedia	773	1	10	10%
Tribune	333	1	15	7%
Washington Post	606	0	10	0%
<b>Total:</b>		<b>25</b>	<b>143</b>	<b>17%</b>

Among the 25 women directors, three were appointed in 2001 and only one was appointed in 2001. The majority of directors were appointed between 1995-1999 (ten women), while seven were appointed in the early nineties and four were appointed prior to 1990.



**Table 8: Women among top executives of the 12 largest publishing companies.**

Company	Fortune rank	Female executives	Total executives	Percent female
Scholastic	287	13	25	52%
New York Times	705	7	19	37%
Belo	515	7	25	28%
Gannett	500	7	31	23%
KnightRidder	577	5	23	22%
Primedia	867	2	10	20%
Tribune	356	3	21	14%
Washington Post	909	2	14	14%
Dow Jones	763	3	23	13%
McGraw-Hill	773	1	9	11%
E.W. Scripps	333	1	15	7%
Reader's Digest Assn.	606	1	17	6%
<b>Total:</b>		<b>52</b>	<b>232</b>	<b>22%</b>

**Note:** Only senior management team, officers and executives are listed for the New York Times Company.

Among 232 executives, 52 (22 percent) are women (see Table 8). Most of the publishing companies have more than one female executive with the exception of E.W. Scripps, McGraw Hill, and Reader's Digest Assn., each of which has one female executive. Scholastic and New York Times Company have the highest percent of female executives; at Scholastic, 13 out of 25 (52 percent) of executives are women, while at New York Times Company seven out of 19 (37 percent) are women. However within these 12 publishing companies, only one woman ranks among the highest-ranking executives—Beverly C. Chell—vice chair, general counsel and secretary at Primedia.

As Table 9 illustrates, across the 12 publishing companies, eight women are executive vice presidents in various capacities (three appear to be executive vice presidents of business units), 14 are senior vice presidents, 19 vice presidents, and five serve in other positions. Ten other women head or preside over business units.<sup>4</sup>

<sup>4</sup> When tallying female executives by their titles, some women were counted twice as they hold multiple titles.

**Table 9: Top female executives in the 12 largest publishing companies by company, name, title and business unit.**

Company	Name	Title	Business unit
<b>Belo</b>	Dunia A. Shive	Executive Vice President/ Chief Financial Officer	
	Marian Spitzberg	Senior Vice President/ Human Resources	
	Colleen B. Brown	Senior Vice President/ Business Development	
	Janice E. Bryant	Vice President/ Controller	
	Kathleen A. Cholette	Vice President/ Tax	
	Brenda C. Maddox	Vice President/ Treasurer	
	Regina A. Sullivan	Vice President/ Government and Public Affairs	
<b>Dow Jones</b>	Karen Elliott House	President	International
	Ann Marks	Vice President, Chief Corporate Marketing Officer	
	Rosemary C. Spano	Vice President/ Law	
<b>E.W. Scripps</b>	M. Denise Kuprionis	Vice President/Corporate Secretary and Director of Legal Affairs	
<b>Gannett</b>	Susan Clark-Johnson	Chairman and CEO	Phoenix Newspapers Inc.
		Senior Group President	Gannett Pacific Newspaper Group
	Ardyth Diercks	Senior Vice President	Gannett Television
		President and General Manager	WUSA-TV, Wash. DC
	Millicent Feller	Senior Vice President/ Public Affairs and Government Relations	
	Denise Ivey	President	Gannett Gulf Coast Newspaper Group
		President and Publisher	Pensacola (Fla.) News Journal
	Gracia Martore	Senior Vice President/ Finance and Treasurer	
	Mary Stier	Senior Group President	Gannett Midwest Newspaper Group
		President and Publisher	Des Moines Register
	Barbara Wall	Vice President / Senior Legal Counsel	
<b>Knight-Ridder</b>	Mary Jean Connors	Senior Vice President/ Human Relations	
	Virginia Dodge Fielder	Vice President/ Research	
	Lynda Hauswirth	Assistant Vice President/ Taxation	
	Adrienne Lilly	Assistant Vice President/ Assistant General Counsel	
	Margaret Randazzo	Vice President/ Controller	
<b>McGraw-Hill</b>	Barbara B. Maddock	Executive Vice President/ Organizational Effectiveness	
<b>New York Times Company</b>	Cynthia Augustine	Senior Vice President/ Human Resources	
		President	Broadcast Group
	Janet Robinson	Senior Vice President/ Newspaper Operations	
		President & General Manager	The New York Times
	Lynn O. Matthews	President & Chief Operating Officer	Regional Newspaper Group
	Jennifer Dolan	Vice President	Forest Products
	Ann Kraus	Vice President/ Compensation And Benefits	
	Catherine Mathis	Vice President/ Corporate Communications	
Rhonda Brauer	Assistant Secretary and Senior Counsel		

<b>Company</b>	<b>Name</b>	<b>Title</b>	<b>Business unit</b>
<b>Primedia</b>	Beverly Chell	Vice Chairman, General Counsel, Secretary and Director	
	Michaelanne Discepolo	Executive Vice President/ Human Resources	
<b>Reader's Digest Assn.</b>	Elizabeth G. Chambers	Senior Vice President/ Global Strategy and Business Development	
<b>Scholastic</b>	Deborah Forte	Executive Vice President	
		Senior Vice President & Division Head	Scholastic Entertainment Inc.
	Donna Iucolano	Executive Vice President	Scholastic Internet Group
	Barbara Marcus	Executive Vice President	
		President	Children's Book Publishing Group and Distribution
	Margery Mayer	Executive Vice President	Learning Ventures
	Julie McGee	Executive Vice President	Educational Publishing
	Judith Corman	Senior Vice President/ Corporate Communications & Media Relations	
	Jean Feiwel	Senior Vice President	Children's Book Publishing and Distribution
	Beth Ford	Senior Vice President/ Global Operations	
	Linda Koons	Senior Vice President	Education Group
	Judith Newman	Senior Vice President	Book Clubs
	Helen Benham	Director	
	Corporate Vice President	Early Childhood Advisor	
	Claudia Cohl	Vice President/ Internal Communications	
	Karen Maloney	Vice President and Corporate Controller	
<b>Tribune</b>	Susan Mitchell	Vice President/ Human Resources	
	Ruthellyn Musil	Vice President/ Corporate Relations	
	Irene Freutel	Vice President/ Compensation and Benefits	
<b>Washington Post Company</b>	Diana Daniels	Vice President	General Counsel and Secretary
	Pinkie Dent-Kannon	Assistant Treasurer	

## WOMEN AT THE HELM OF E-COMPANIES

During the course of the last year, the economy took a toll on e-companies. While many merged or went out of business, others managed to overcome the crisis and remain afloat. *Fortune* breaks its list of top 50 e-companies into four categories: e-companies, net software and service companies, net hardware companies, and net communications companies. We focused our analysis on *Fortune's* top 13 e-companies.

**Table 10: Women among directors of the top 13 e-companies.**

Company	Female directors	Total directors	Percent female
eBay	2	7	29%
USA Networks (USA Interactive)	3	12	25%
RealNetworks	1	5	20%
Amazon.com	1	6	17%
Charles Schwab	1	13	8%
AOL Time Warner	1	15	7%
Ameritrade Holding Corporation	0	9	0%
CNet	0	6	0%
DoubleClick	0	8	0%
E Trade Group Inc.	0	9	0%
Freemarkets Incorporated	0	6	0%
Knight Trading Group	0	12	0%
Yahoo	0	9	0%
<b>Total:</b>	<b>9</b>	<b>117</b>	<b>8%</b>

Among 117 directors of these 13 top e-companies, only nine (eight percent) are women (see Table 10). Last year, among 147 directors of 18 e-companies, only six (four percent) were women. Since we are analyzing a smaller number of companies this year, and due to source differences, we cannot say with certainty whether this increase is real.

Only two companies featured in this and last year's report—RealNetworks and USA Networks Inc. (now USA Interactive Inc.)—added a female director in 2001. No new women were elected in 2000, four were elected in the mid to late nineties, and only two in the early nineties.

Women fare slightly better as executives of these 13 e-companies. As Table 11 illustrates, among 199 executives, 36 (18 percent) are women.

However, as Table 12 shows, only one of these 13 companies, eBay, has a woman among the top-echelon executives. Margaret C. Whitman is president and chief executive officer of eBay. Other executive positions most commonly filled by women are (number of women who hold the title in parentheses): executive vice president (12), senior vice presidents (10), vice presidents (six), and chief officers in a variety of business activities (eight).<sup>5</sup>

**Table 11: Women among top executives of the top 13 e-companies.**

<b>Company</b>	<b>Female executives</b>	<b>Total executives</b>	<b>Percent female</b>
E Trade Group Inc.	4	12	33%
Ameritrade Holding Corporation	3	10	30%
Cnet Networks Inc.	3	12	25%
Charles Schwab	9	37	24%
Doubleclick.net	3	14	21%
Freemarkets Incorporated	3	14	21%
RealNetworks	5	25	20%
eBay	2	11	18%
Amazon.com	1	8	13%
Yahoo	1	9	11%
AOL Time Warner	2	32	6%
Knight Trading Group	0	10	0%
USA Networks (USA Interactive)	0	5	0%
<b>Total:</b>	<b>36</b>	<b>199</b>	<b>18%</b>

**Note:** Information on E Trade Group and eBay is obtained from the 2002 proxy statements, and for USA Networks and Freemarkets Inc. from companies' websites.

<sup>5</sup> When tallying executive titles held by women, some women were counted twice if they hold multiple titles.

Table 12: Top female executives of the top 13 e-companies.

Company	Name	Title	Business Unit
<b>Amazon.com</b>	L. Michelle Wilson	Senior Vice President Human Resources, General Counsel and Secretary	
<b>Ameritrade Holding Corporation</b>	Phylis M. Esposito Ellen L. Koplow Anne L. Nelson	Executive Vice President, Chief Strategy Officer Senior Vice President, General Counsel Senior Vice President, Chief Marketing Officer	
<b>AOL Time Warner</b>	Patricia Fili-Krushel Kathryn A. Bushkin	Executive Vice President/ Administration Senior Vice President/ Corporate Relations	
		President	AOL Foundation
<b>Charles Schwab</b>	Dawn Gould Lepore Karen W. Chang Martha J. Deevy  Carrie E. Dwyer Mary McLeod Deborah D. McWhinney Maurisa Sommerfield Maribeth S. Rahe Evelyn S. Dilsaver	Vice Chairman/ Technology and Administration Executive Vice President/ Individual Investor Enterprise Executive Vice President/ Client Experience & Schwab.Com  Executive Vice President/ Corporate Oversight and Gen Counsel Executive Vice President/ Human Resources Executive Vice President/ Services For Investment Managers Executive Vice President/ Retail Client Services President Executive Vice President/ Finance, Human Resources, and Strategy	Schwab Corp. Schwab Corp. Schwab Corp. & Schwab.com Schwab Corp. Schwab Corp. Schwab Corp. Schwab Corp. U.S. Trust Corporation U.S. Trust Corporation
<b>Cnet Networks Inc.</b>	Robin Wolaner Sharon Le Duy Heather McGaughey	Executive Vice President/ US Media Senior Vice President/ General Counsel Senior Vice President/ Human resources	
<b>Doubleclick.net</b>	Susan Sachatello Elizabeth Wang Melanie Hughes	Chief Marketing Officer Vice President, General Counsel Senior Vice President/ Global Human Resources	
<b>E Trade Group Inc.</b>	Betsy Barclay Connie M. Dotson Pamela S. Kramer Brigitte VanBaelen	Chief Government Affairs Officer Chief Communications and Knowledge Officer Chief Content Development Officer Chief Community Development Officer and Corporate Secretary	
<b>eBay</b>	Margaret C. Whitman Eileen Nelson	President & Chief Executive Officer Senior Vice President/ Human Resources	
<b>Freemarkets Incorporated</b>	Joan S. Hooper Rebecca Thompson Elaine Keim	Executive Vice President and Chief Financial Officer and Treasurer Vice President/ Marketing Vice President and General Counsel	
<b>Knight Trading Group</b>	<b>NONE</b>		
<b>RealNetworks</b>	Kelly Jo MacArthur  Carla Stratfold Martine Charles Susan Coskey Joanna Shields	Senior Vice President Legal And Business Affairs, General Counsel and Corporate Secretary Senior Vice President Vice President/ Corporate Communications Vice President/ Human Resources Vice President And Managing Director	North American Sales   Europe
<b>USA Networks (USA Interactive)</b>	<b>NONE</b>		
<b>Yahoo</b>	Susan L. Decker	Executive Vice President/ Finance and Administration\ Chief Financial Officer	

## WOMEN EXECUTIVES IN THE PRINT AND ELECTRONIC MEDIA

We have examined the leadership of companies that own media operations, but want to look below the corporate level at the organizations that actually produce the news to see if women have been able to advance. Compared to the executives of the parent companies that own television news outlets, the number of female executives in television news is higher — over 30 percent of news executives are women. More specifically, among 65 executives of seven broadcast and cable news networks, 21 (32 percent) are women (see Table 13).

Our report issued last year found that 20 percent of news executives were women. Since March 2001, at least one woman, Teya Ryan of CNN, was named a top-rank executive in 2002.

However, considering that only five networks were analyzed in the last year’s report (we had no data on NBC and MSNBC last year), and that different sources of data were used in our two reports, we cannot infer whether there has been a true increase in the number of female news executives since our last report was issued.<sup>6</sup>

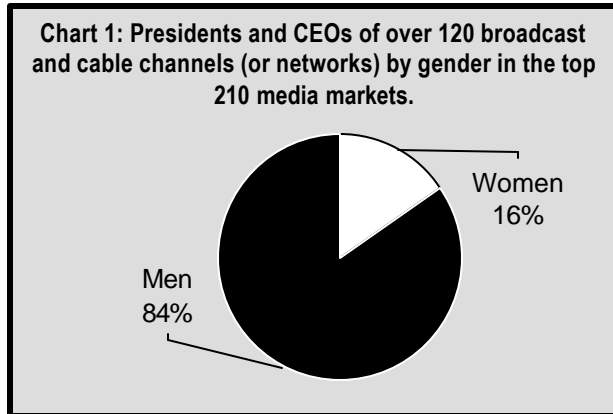
**Table 13: Women among top executives of the eight commercial broadcast and cable news networks.**

Network	Female executives	Total executives	Percent female
NBC	4	9	44%
ABC News	5	12	42%
CNN	7	19	37%
CBS News	2	6	33%
CNBC	2	6	33%
Fox News Channel	1	12	8%
MSNBC	0	1	0%
<b>Total:</b>	<b>21</b>	<b>65</b>	<b>32%</b>

<sup>6</sup> In both studies, we used secondary sources of data; “Corporate Affiliations” by Lexis Nexis was used last year and *News Media Directory* by Leadership Directory Inc. this year. However, *News Media Directory* may be a more reliable source. For example, a search of CNN’s executives in “Corporate Affiliations” yielded 17 executives, only two of whom were also listed on CNN’s website ([http://www.cnn.com/CNN/anchors\\_reporters/](http://www.cnn.com/CNN/anchors_reporters/)). By contrast, the *News Media Directory* featured most of the executives who were also listed on CNN’s website (see the above link).

## Women in cable and network television: From corporate heads to on-air personalities

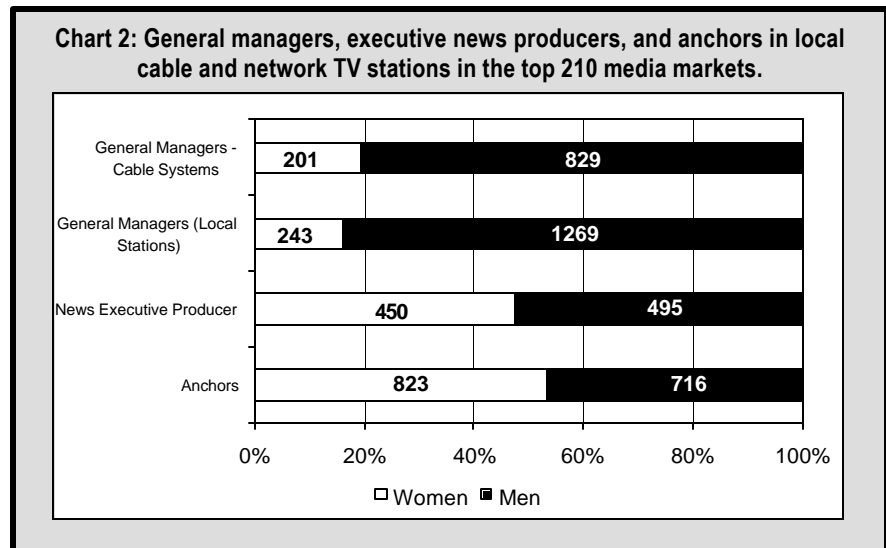
According to the Bacon's 2002 Media Directory of over 120 broadcast and cable channels or outlets, among the 128 presidents and CEOs, only 20 (16 percent) are women (see Chart 1).<sup>7</sup>



Many of these 20 women run channels that primarily target women as their audience. For example, Lifetime, Oxygen Media, Food Network, WE (Women's Entertainment), Can-Do Woman, and the Hallmark Channel are all run by women. Women also head other networks and channels that do not primarily cater to women. For instance, Pat Mitchell is president and CEO of PBS; Judith McHale is president and chief operating

officer of Discovery Communications, which owns Discovery Channel, TLC, Animal Planet, the Travel Channel, Discovery Health Channel, and Discovery Civilizations. Women also head BET, BBC America, the Boating Channel, CNBC, Sci-Fi Channel, and UPN.

Looking at the local television stations in the top 210 media markets, women are well represented on air and as news producers, but are underrepresented in management (see Chart 2). A search of the Bacon's 2002 Media Database found that women outnumber men as local anchors (53 percent are women).



<sup>7</sup> Broadcast networks such as ABC, NBC, CBS were included in this analysis. Women and men who ran more than one network were counted only once.



Nearly half of all executive producers of local news are women (48 percent).<sup>8</sup> Men, however, manage more than five out of six local television stations (84 percent) and four out of five cable systems (80 percent).

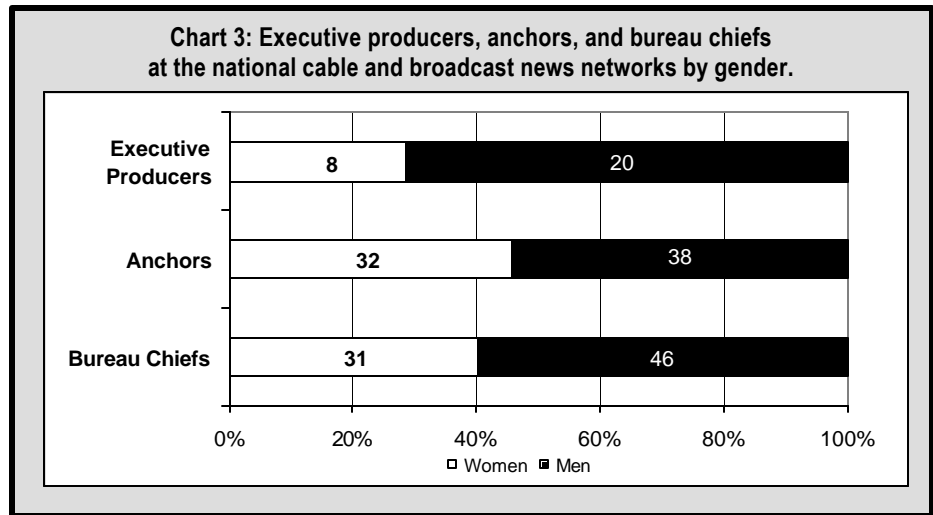
At cable and broadcast news networks with national reach, women are also more likely to be found among on-air news personalities than in management (see Chart 3). Nearly half (46 percent) of all on-air news figures are women. However, there are no women anchoring the evening news at the three major broadcast networks, ABC, CBS, or NBC.

Among 28 executive producers of the network news programs, including evening news, news magazines, morning and weekend news, eight (29 percent) are women. Forty percent of news bureau chiefs are

women. The executive producers at three of the broadcast networks’

Sunday-morning talk shows are women.

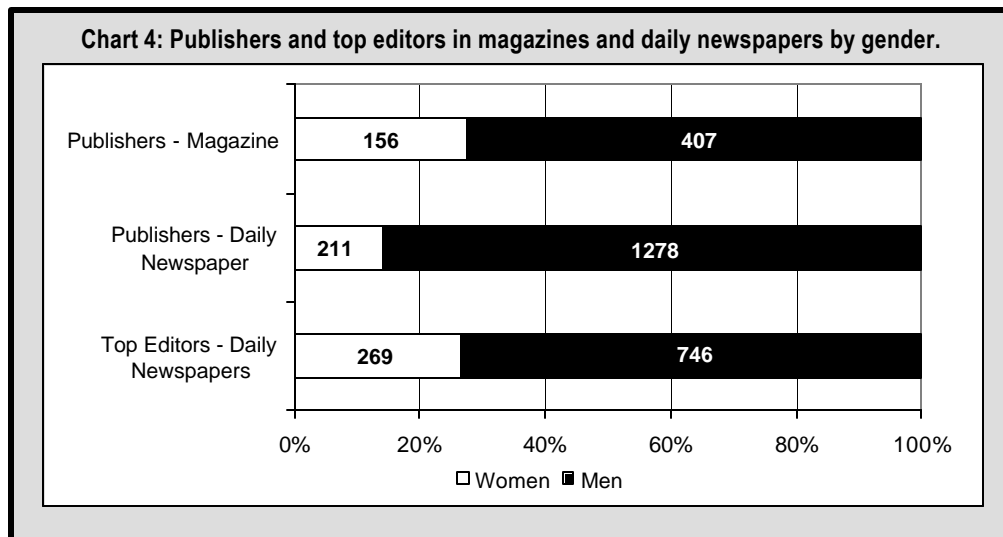
However, there are no women among executive producers of the ABC, CBS, or NBC evening news.



<sup>8</sup> Producers were counted more than once if they produced more than one show on a particular station.

## Women as Editors and Publishers of Newspapers and Magazines

At 1,450 daily newspapers from 210 major media markets, and in over 550 major magazines, while women may be writing stories, they are less frequently directing corporate decisions (see Chart 4). Women account for only 14 percent of over 1,450 daily newspaper publishers found in the Bacon's directory. The top editors of the daily newspapers are also overwhelmingly male: 73 percent of editors-in-chief, managing editors, and executive editors are men.<sup>9</sup> Women are better represented among magazine publishers—28 percent of whom are women. This may be attributable to the fact that more magazines than newspapers target women as their primary audience.



<sup>9</sup> Editors who held positions at more than one paper were counted for each paper.

## **A LOOK AT WOMEN'S LEADERSHIP ROLES ON A DEEPER LEVEL—WITHIN TWO MEDIA CONGLOMERATES**

Consolidations have made it more difficult for women to climb to the top rung of the corporate ladder, as there are fewer and fewer CEOs and top corporate officers. However, if we peer below the top and into the operating units of the conglomerate, we should find an increasing number of women in positions with significant management responsibility.

To test this prediction, we examined the major divisions and subsidiaries of two media conglomerates—AOL-Time Warner and Fox Entertainment Group, a News Corporation subsidiary. These two conglomerates were chosen for our case study because primary data on their corporate hierarchy is publicly available.<sup>10</sup>

Very few women are among the top corporate executives of large media conglomerates such as AOL Time Warner and Fox Entertainment Group. However, these enterprises are comprised of many large operating companies. For instance, AOL Time Warner's Internet operation—America Online—consists of 12 business units. Similarly, Turner Broadcasting System, Inc., another of the nine large companies owned by AOL Time Warner, itself owns 38 media outlets. By limiting our analysis to executives at the very top of the corporate structure, we might be overlooking women hold significant operating positions in major divisions or subsidiaries.

As detailed below, we found women among the top executives in some—but not all—of the major operating groups. This suggests that there is a growing number of women who are experienced managers and officers who could be selected for executive positions within these corporations or who might be viable candidates for executive or board of director positions in other companies.

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<sup>10</sup> We used AOL-Time Warner *Factbook* (released in April 2002) available on AOL-Time Warner's website. News Corporation's website, which we also used in this research, features information on organizational hierarchy for each of the companies' operational units.

## AOL-Time Warner

As shown in Table 2, only two (six percent) of AOL Time Warner's top 32 executives are women. But do various subsets of AOL-Time Warner provide more opportunities for women? According to the AOL Time Warner Fact Book, released in Spring 2002, the media conglomerate includes the following major companies:

<b>Table 14: AOL Operating Units</b>
<b>Internet enterprises</b>
▪ America Online: Five women out of 23 executives
▪ Digital Services Development Group: No women out of one executive
<b>Cable systems</b>
▪ Time Warner Cable : No women out of 16 executives
▪ AOL Time Warner Interactive Video: No women out of two executives
<b>Film entertainment</b>
▪ Warner Brothers: Four women out of 27 executives
▪ New Line Cinema : One woman out of 12 executives
<b>Television/Cable networks</b>
▪ Turner Broadcasting System, Inc.: Two women out of 14 executives
▪ WB Television Network: No women out of seven executives
▪ Home Box Office: No women out of 10 executives
<b>Publishing enterprises</b>
▪ Time Inc.: Two women out of 10 executives
▪ AOL Time Warner Book Group: One woman out of Two executives
<b>Recording company</b>
▪ Warner Music Group: Three women out of 17 executives

Overall, among a total of 141 executives of the 12 entities owned by AOL Time Warner, only 18 (13 percent) are women. Clearly, women are still largely underrepresented within the leadership ranks of these companies. The 18 female executives, however, hold important titles.<sup>11</sup> At America Online, Jan Brandt is vice chairperson and chief marketing officer. Two women— Katherine Borsecnik of AOL Brand Programming and Lisa Hook of AOL Broadband—are presidents. At Turner Broadcasting System Victoria Miller is executive vice president and CFO, and Louise Sams is senior vice president and general counsel. At Time Inc., Ann Moore is executive vice president. Maureen Mahon Egen is the president and COO of AOL Time Warner Book Group.

At Warner Brothers, Barbara Brogliatti is senior vice president and chief corporate communications officer. Among 17 other Warner Brothers' division heads, women are presidents of international marketing, international distribution, and domestic marketing. At New Line Cinema, Cam Galano is president of New Line International. In Warner Music Group, women hold such titles as executive vice president and CFO, senior vice president of corporate communications, and chairman and CEO of Elektra Entertainment Group.

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<sup>11</sup> These titles reflect AOL-Time Warner's 2002 *Factbook* (April 2002) available on company's website. The titles do not reflect recent re-organization announced July 2002.

## Fox Entertainment Group

This U.S.-based media conglomerate is part of News Corporation, Rupert Murdoch's transnational media empire. According to the News Corporation website, Fox Entertainment Group encompasses television, including cable and satellite channels, filmed entertainment, and newspapers and magazines. The following is a subset of Fox Entertainment Group's holdings, along with a breakdown of executives by gender:

<b>Table 15: Fox Entertainment Operating Units</b>
<b>Television</b>
▪ Fox Broadcasting Company: Three women out of 15 executives
▪ Fox Television Stations: Five women out of 13 executives
▪ Twentieth Television: Three women out of 8 executives
<b>Cable and satellite television</b>
▪ Fox Cable Networks Group: Two women out of 14 executives
▪ Fox Networks LLP: Two women out of 15 executives
▪ Fox News Channel: Two women out of 14 executives
<b>Filmed entertainment</b>
▪ Twentieth Century Fox Television: One woman out of eight executives
▪ Twentieth Century Fox Film Corporation: Three women out of 21 executives
<b>Newspaper and magazines</b>
▪ The <i>New York Post</i> : No women out of eight executives
▪ The <i>Weekly Standard</i> : No women out of four executives

Overall, among the top 120 executives of the 10 companies under the corporate umbrella of Fox Entertainment Group, 21 (18 percent) are women. Although Fox Entertainment Group has no women at the very top of its corporate structure, women hold key positions in several major divisions. For example, at Fox Broadcasting Company, which produces prime-time, late-night, weekend sports, news, and other programs: Gail Berman is President of Entertainment, while two women are executive vice presidents in sales and casting. At Fox Television Stations, all five executive women are either senior vice presidents or vice presidents.

Similarly, at Twentieth Television, three female executives are either senior vice presidents or vice presidents. At Fox Cable Networks Group and Fox Networks LLP, one woman is executive vice president of distribution, and others are senior vice presidents. At Twentieth Century Fox Television, another subsidiary of Fox Entertainment Group, Dana Walden is a co-president, while at the Twentieth Century Fox Film Corporation all three female executives are presidents of subsidiaries.

## **WOMEN IN TRADE ASSOCIATIONS AND INDUSTRY CONFERENCES**

Trade associations hold national conventions and meetings, produce publications, set policy and represent industry before Congress. Trade association executives also select the industry leaders who are keynote speakers at conventions or at plenary super-panels. Such speakers are more likely to command attention when executive or board vacancies occur among corporate members.

We examined the trade associations to see whether the representatives of communications industry sectors have included women in leadership positions and whether women were featured speakers at major association conventions or conferences. Individuals who are active in their trade associations receive valuable exposure within the industry.

### **Trade Associations**

Among 657 directors of 26 media associations, 126 (19 percent) are women (see Table 16). Last year, among 652 of 27 media associations, there were 110 (17 percent) women. There has been some improvement over the past year.

Three associations, however, have no women on their boards of directors. Those are: Cable Television Laboratories Inc.<sup>12\*</sup>, Newspaper Association of America\*, and Society of Motion Picture and Television Engineers. This year, the Society of Motion Picture and Television Engineers lost its only female director. The two associations that added women to their boards of directors since our last report are the Association of Local Television Stations (added one female director) and the National Cable Television Association (added two female directors). After our first report was issued, the NCTA amended its bylaws to permit CEOs of programming companies to serve on its board of directors, which enabled the association to add women to its board. Previously, board membership was limited to CEOs of cable television companies, and there were no female CEOs of such companies.

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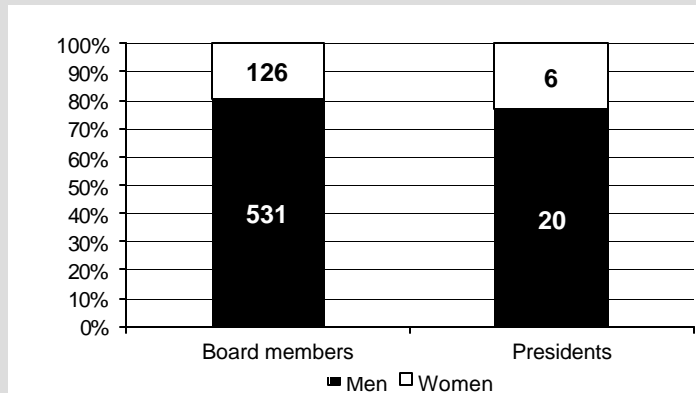
<sup>12</sup> Asterisk indicates those associations that had no female directors last year.

**Table 16: Women among directors of the media trade associations.**

Association	Female directors	Total directors	Percent female
Regional Reporters Association (RRA)	8	13	62%
Academy of Television Arts and Sciences (ATAS)	3	5	60%
The Association of America's Public Television Stations	7	19	37%
National Association of Television Program Executives	8	22	36%
American Society of Newspaper Editors (ASNE)	7	20	35%
Radio-Television News Directors Association	9	26	35%
National Cable Television Cooperative Inc.	4	12	33%
Cable & Telecommunications Association for Marketing	8	25	32%
National Association of State Radio Networks Inc.	2	7	29%
The National Academy of Television Arts and Sciences	8	29	28%
Magazine Publishers of America, Inc.	11	40	28%
PROMAX	6	26	23%
BPA International	7	32	22%
Society of Professional Journalists	5	23	22%
American Business Media	4	24	17%
National Association of Broadcasters	9	59	15%
National Newspaper Association	3	20	15%
Radio Advertising Bureau Inc.	5	60	12%
Association of American Publishers, Inc.	2	19	11%
Television Bureau of Advertising, Inc.	4	40	10%
Satellite Broadcasting and Communication Association of America	3	38	8%
National Cable & Telecommunications Association	2	33	6%
Association of Local Television Stations, Inc.	1	19	5%
Cable Television Laboratories, Inc.	0	27	0%
Newspaper Association of America	0	5	0%
Society of Motion Picture and Television Engineers	0	14	0%
<b>Total:</b>	<b>126</b>	<b>657</b>	<b>19%</b>

As shown in Chart 5, among 26 presidents of media associations, six (23 percent) are women. Last year, there were six (22 percent) female presidents in 27 media associations. Essentially, there was no change from last year.

**Chart 5: Presidents and directors of media trade associations by gender.**



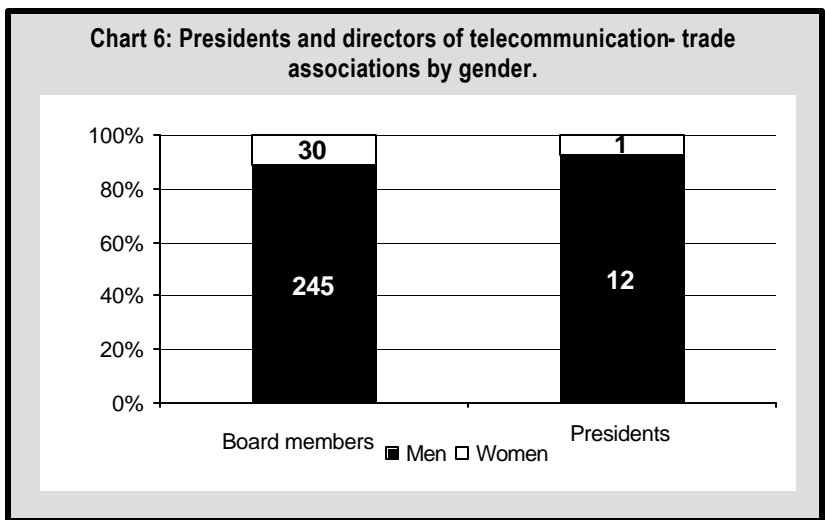
Among 275 directors of 13 telecommunication associations, 30 (11 percent) are women. Last year, among 270 directors of 13 telecommunication associations, 32 (12 percent) were women. There has been virtually no change in the number of female directors in telecommunication associations. The Wireless Communications Association International, which had no female directors last year, added one this year. However, the National Telephone Cooperative Association and Personal Communications Industry Association continued to have all male boards during the two-year period analyzed.

**Table 17: Women among directors of telecommunication trade associations.**

Trade association	Female directors	Total directors	Percent female
Healthcare Information and Management Systems Society	6	13	46%
United States Telecom Association	8	48	17%
Society of Cable Telecommunications Engineers, Inc.	2	15	13%
Communications Supply Service Association	2	19	11%
Competitive Telecommunications Association	2	19	11%
The Organization for the Promotion and Advancement of Small Telecommunications Companies	2	21	10%
Building Industry Consulting Services International	1	12	8%
Telecommunications Industry Association	3	37	8%
Alliance for Telecommunications Industry Solutions	3	39	8%
Wireless Communications Association International	1	35	3%
Cellular Telecommunications and Internet Association	NA*	NA	NA
National Telephone Cooperative Association	0	13	0%
Personal Communications Industry Association	0	4	0%
<b>Total:</b>	<b>30</b>	<b>275</b>	<b>11%</b>

\* Board members not listed either in the directory or on the associations' web page

Chart 6 shows that, among 13 presidents of telecommunication associations, only one (eight percent) is a woman, the same as last year.





## **Women keynote speakers at association conferences**

Many of the major media and telecommunications associations improved their record in featuring women as speakers in keynote and general sessions at their annual conferences. Still, as the summary below shows, these visible roles are largely reserved for men.

- At the March 2002 Competitive Telecommunications Association conference (CompTel) there were no women among six major speakers although Kathryn Linda Haycock Proffit, former Ambassador to the Republic of Malta, won one of the association's prestigious awards.
- At the Wireless Communication Association meeting held in June 2002, among 13 major speakers, Liane Pelletier, senior vice president for corporate strategy and development at Sprint, was the only woman. At its annual meeting in 2000, the association also featured one female speaker.
- At the Cellular Telecommunications Industry Association's annual meeting Wireless 2002, held in March, two women spoke in either general or keynote sessions: Patricia Russo, president and CEO of Lucent Technologies and Nancy Victory, Assistant Secretary of Commerce and Administrator of the NTIA. At its annual conference in 2000, CTIA featured no women among keynote speakers.
- At SUPERCOMM 2002, the telecommunications industry's annual conference co-sponsored by the United States Telecom Association and the Telecommunications Industry Association, there were three female speakers in either keynote or general sessions. The same conference held in 2000 featured no women among speakers.
- At the 2000 conference organized by the National Cable and Telecommunications Association (NCTA), three women were chosen to moderate segments of general sessions. In 2002, NCTA's record has improved, as four women were among general-session speakers (two acted as moderators and one, Maggie Wilderotter of Wink Communications, addressed two different general sessions).
- In 2002, the National Association of Broadcasters (NAB) also greatly improved its record on selecting women to address its so-called "super-sessions." Among 46 speakers, eight were women (two of whom were moderators). At NAB's 2000 meeting, there were no women super-session speakers. However none of NAB's three keynote speakers in 2002 were women.
- The Radio Television News Director's Association (RTNDA) holds its own super-sessions at the NAB meetings. In 2002, among 16 speakers, four were women, one of whom acted as a panel moderator. The President of the RTNDA is a woman.

## **CONCLUSION AND RECOMMENDATIONS—By Susan Ness, Director, Information and Society, Annenberg Public Policy Center**

This study reaffirms the conclusions of our original study last year on women in executive positions within the communications industry: There continues to be a dearth of women in the executive suites and corporate boardrooms of communications and e-commerce companies. With few exceptions, we have not moved beyond tokenism in the number of women in top leadership positions or serving on the boards of communications companies.

Yet, it is clear that women are highly sought after as customers, listeners, viewers and readers. Women control the purse strings at home and in many businesses both large and small. It stands to reason that access throughout the enterprise to the life experiences and leadership skills of women can give corporations an advantage in connecting with their target audience. Studies have demonstrated that performance is enhanced by a workforce that is fully integrated at all levels of the corporation.

How can enlightened corporations improve their record and, ultimately, their bottom line? Discussions with CEO's, executive recruiters, and leadership experts have focused on some basic, yet critical steps that every company can take:

**(1) Commitment from the Top:** A successful integration of women into the enterprise necessarily starts at the top. Without a total commitment of the CEO to the advancement of women, progress will be limited. It takes sustained effort to break out of the “old boy” mold.

**(2) Training and Mentoring:** Are there well-designed training and mentoring programs that enable prospective leaders to gain technical, financial, and managerial skills so vital to successful enterprise management? Efforts should be made to seek out women to participate in such training and career management opportunities. They do not always volunteer on their own. Seasoned executives should work with these candidates to guide their careers.

Repeatedly, our advisors cited support systems, role models and mentors as critical components of successful leadership program.

**(3) Succession planning:** Good corporate leadership includes succession planning. Does every manager or executive have a plan for selection and training of a successor? Do those plans ensure outreach to executives who are women? A pool of potential successors that includes only white males may evidence lack of sustained effort to reach outside of the “usual suspects.” Once again, it is vital that direction come from the CEO.

One successful communications company president required that succession planning be incorporated as an integral part of an executive’s evaluation and that each hiring opportunity include a diversified pool of candidates.

**(4) Internal Review:** Do the corporate culture and practices of the firm encourage or discourage the hiring and retention of women at all levels of the enterprise? A corporation should conduct a critical assessment of its attitudes and practices to see whether they are contributing to the lack of advancement of women. Studies have shown that companies with family-friendly policies and practices are more likely to attract and retain -- not just talented women -- but talented men as well. Increasingly, both men and women respond favorably to policies that respect the importance of home as well as work.

Changes in corporate culture are hard to implement and take time. To be successful, leadership must come from the very top of the organization.

**(5) Board of Directors Recruitment:** Does the company have more than a token number of women serving on its board? The expertise, life experiences, values, and leadership skills of women are invaluable for service on the board of directors. Where possible, female board members should be included on board selection committees.

Executive search firms should be evaluated on their track record in recruiting qualified women and minorities to fill board of director positions.

As this Report has noted, while there are few women serving today as CEOs of major communications companies, there are many more women directly below the top job who have excellent managerial and financial skills, common sense, and integrity – desirable qualities for board membership. Universities and recruitment firms around the country are hosting training programs to prepare executive women for board service.

**(6) Trade Associations:** Trade associations can provide training and industry exposure for women whose career plans include executive leadership or board service. Trade association members should make a concerted effort to ensure that women are included both as directors and as high level executives within the organization. Associations also can make a difference by including women as keynote speakers and plenary-session panel members. Such exposure provides important role models for women in the industry. In addition, its speakers gain access to greater opportunities.

Trade associations can also assist their membership by disseminating “best practices” — successful efforts by companies to recruit and advance women throughout the enterprise. Associations can organize training programs for prospective leadership, and provide job banks where outreach has been made to female and minority candidates.

Several trade associations have made efforts to improve their outreach to women. For example, after release of our report last year, the NCTA, which had no female board members, revised its bylaws to enable CEOs of cable programming enterprises to join the board of directors. As a result of that effort, two women now serve on the NCTA board.

Similarly, the NAB made a concerted effort to honor women at its industry luncheons during its annual convention and to include women on its plenary panels. It also has established and funded a training program for young executive candidates.

CTIA, which still has no women serving on its board, did feature two women — one CEO and one government official — at its annual convention.

**(7) Promote Ownership Opportunities:** With consolidation, there are fewer and fewer ownership opportunities for women in the communications industry. Where entities are being spun off, however, there may arise opportunities for female entrepreneurs to gain a foothold. That requires cooperation on the part of venture capital firms and lending institutions.

Congress should enact, and the President should sign, appropriate legislation to provide tax certificates for companies selling communications companies to qualifying female and minority entrepreneurs. Trade associations should work with Congress to draft legislation that addresses the needs of women.

**(8) Women helping women:** Women who have achieved success should extend the ladder to those who follow — by establishing mentor relationships, and by suggesting women for board service, to fill executive vacancies, and for keynote speakers.

## **Conclusion**

With corporate governance under the microscope and stock exchange listing requirements tightening, boards are making an effort to increase the number of independent members. Ironically, women may have a greater opportunity now than ever before to be tapped. They should not be chosen, however, solely on the basis of adding diversity. Women are ready with the expertise, the commitment, and the talent to provide shareholders and management with knowledgeable and dedicated service.

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