



Gender and the Federation Executive Search Process

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Background

Attention is continuing to grow over the personnel crisis in North American Jewish communal service.¹ To combat the decreasing pool of professionals who are qualified and equipped to lead our communities into the future, agencies must take steps to attract, recruit, develop, and retain a multifaceted, skilled and committed workforce. In 2003, United Jewish Communities (UJC), in partnership with philanthropist Mort Mandel, created the UJC Mandel Center for Leadership Excellence to support the Jewish federation movement in these critical tasks by pursuing the development of current and future federation leaders.

As in most professional fields, the Jewish federation movement itself appears to be limiting the pool of qualified candidates for professional leadership positions. Preliminary examination of the Jewish federation movement through interviews with volunteer and professional leadership uncovered evidence, albeit largely of a qualitative nature, of gender bias in the employment of women professionals.² This 2003 study noted the absence of women from the top ranks of federation professional leadership (directors of the largest federations), accompanied by a steady *increase in* the proportion of women as one moved *down* the professional hierarchy, from executives of large federations (0%), to executives of large-intermediate federations (16%), to associate executives of the largest federations (28%), and to the associate executives of intermediate sized federations (47%). So even as federations are finding it harder to get qualified executive candidates, it seems that they are limiting themselves further by their tendency to place men over women in these positions, (considering that women professionals overwhelmingly outnumber men in the federation workforce).

The UJC Mandel Center for Leadership Excellence and Advancing Women Professionals and the Jewish Community (AWP) partnered to pursue a Gender Equity and Organizational Effectiveness Initiative. The primary objectives of this initiative are to raise awareness of this issue in the federation movement and to identify potential steps that can be taken toward a solution. One focus of this initiative is to examine the federation executive search process and to identify potential areas in and around the search process where a positive impact can be made. The following is a report of this examination.

Methodology

This study was qualitative in nature. Through interviews and research of recent publications and available information this study sought to identify trends and capture observations from a variety of people close to the federation executive search process and executive searches in other professional environments. The study focused on addressing the following questions:

- What does the search process entail?
- What aspects of the search process may contribute to the current gender imbalance?
- What potential interventions could foster gender equity in the Jewish federation executive search and selection process?

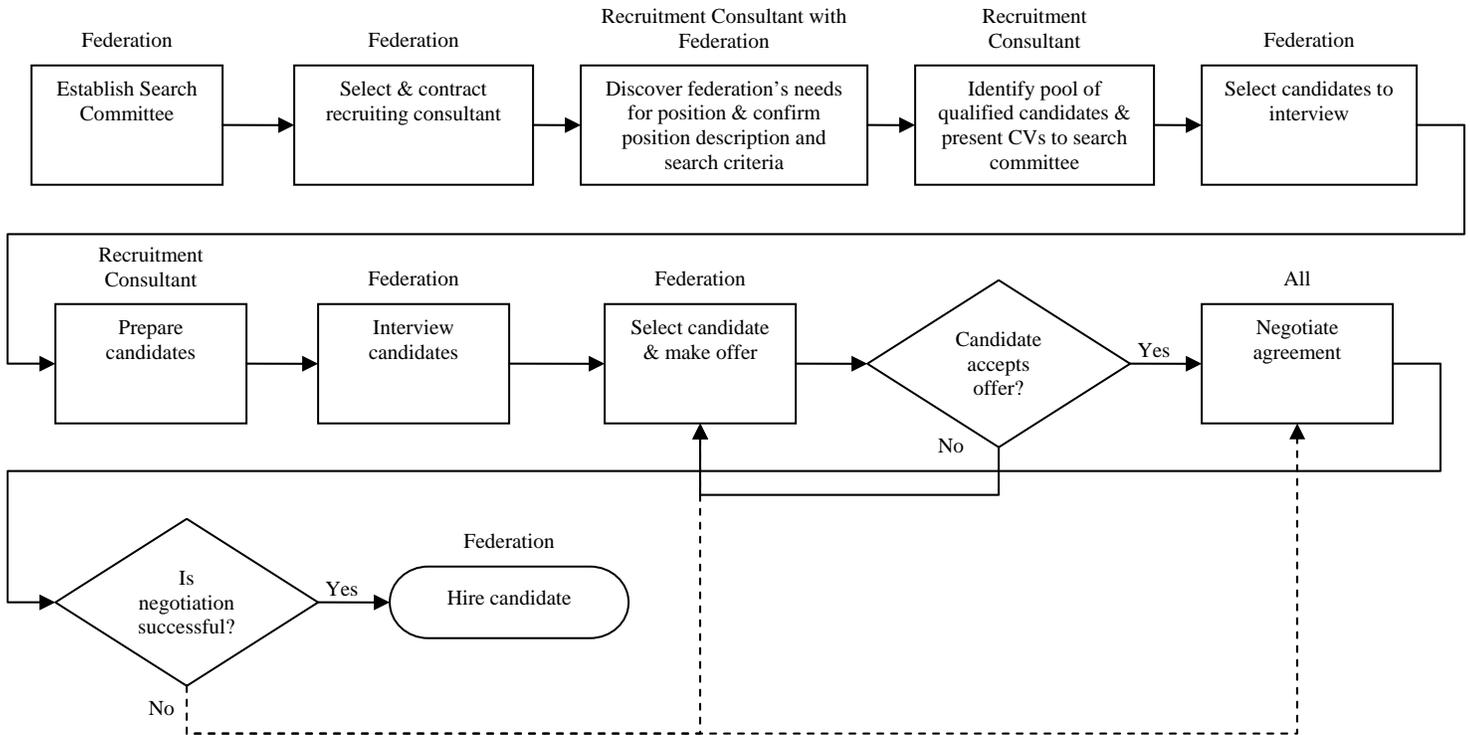
In reviewing this body of information, trends in the executive search process surfaced that appeared to contribute to gender bias in federation executive placement. These issues led to the design of potential interventions. This report summarizes and presents the most significant and relevant elements that surfaced during the study (along with supporting material), and offers potential interventions and recommendations that can be used as the basis for future discussion.

The following were resources for this study:

- Articles, publications and Web sites (see *Resources*)
- Archived data from the UJC Mandel Center for Leadership Excellence and DRG
- Interviews with experts on the federation executive search process and related areas (see *Resources*)

The Federation Executive Search Process

The following represents the key points in a typical federation executive search process. Though each search is unique, those that involve professional recruitment consultants (such as the UJC Mandel Center) generally follow the path below with a variety of assumed enabling tasks--such as phone calls, discussions, meetings and research--between each element.



Search criteria can vary, however most search committees express a desire for the best talent (without specifying a profile) and focus on skills and abilities that they believe will support the federation's current and future goals (with emphasis usually on current goals). As an example, Cincinnati's search committee was primarily looking for candidates who had demonstrated effective strategic abilities, believed in the mission, were bright, passionate, willing to take risks, and had a demonstrated ability to raise funds. At the end of a thorough interview process, final candidates were asked to prepare and deliver a presentation of their dreams for the city.

Ted Farber, who was engaged as an outside consultant to the federation in the Columbus, Ohio executive search, observed that as is typical, the committee started with an unattainable list of criteria. Among other things, they were looking for a highly charismatic "outside" person that might be described as a "Jewish Bill Gates." Ted encouraged them to look for a professional leader in the Jewish federation system who demonstrated solid skills. As the process unfolded with significant discussion, the search became more focused on specific individuals who demonstrated the desired skills.

Summary of Findings

In the largest 20 Jewish federations, the top executive leaders have always been men. In the 19 large-intermediate size communities, there have been 4 women (2 of whom are currently serving) and the remainder has been men. Examination of the federation executive search process shed light on how the current search process has helped perpetuate gender bias and gender imbalance, and has identified potential interventions.

Recruitment Issues

In discussions with search professionals involved with federation executive searches, difficulty in identifying and recruiting women candidates was consistently noted. The recruitment professionals shared that there are multiple reasons for this including:

- Fewer women (than men) that have demonstrated the competencies sought by the search committee. Several people interviewed cited that it seems to be more common for men to be “groomed” for large federation executive roles than are women. As seen in a variety of fields, “Women are not given the opportunity to prepare for the top roles,” says Deborah Soon of research firm Catalyst. “They are relegated to certain leadership behaviors, like building teams, and not given a chance at others, like leading teams.”³
- Not open to relocation. Recruiters have found that it is more common for women than for men to respond that they will not relocate based on the needs of their spouse or their children. Though increasingly found to be a limiting factor for both women and men in dual career couples, relocation issues tend to be more of a “deal breaker” for women than for men candidates.
- Search committees often indicate that they would like to see some candidates who do not fit the traditional profile of a large federation executive (i.e. comes from the corporate sector, has other non-profit experience, is a volunteer leader considering career change, etc.), but when presented with such candidates search committees often have difficulty embracing these differences and accepting risks associated with the unknown. Similarly, by virtue of our history, the image of a traditional federation executive candidate is male, so hiring a woman requires (consciously or unconsciously) decision makers to support an executive that does not fit the position’s traditional image.
- Position does not appeal to suitable candidates. Both women and men increasingly express that the top level federation positions involve elements that do not appeal to them, most notably, the lack of work-life balance. A recent *Fortune* magazine article pointed out that men are finally agreeing with what women have been concerned with for years “84% [of men] say they'd like job options that let them realize their professional aspirations while having more time for things outside work; 55% say they're willing to sacrifice income. Half say they wonder if the sacrifices they've made for their careers are worth it...87% believe that companies that enable such changes will have a competitive advantage in attracting talent.”⁴ While men are beginning to reject positions for these reasons, it is still more common for women to sacrifice executive aspirations due to perceived work-life imbalance.

Recent Federation Executive Placements

As detailed in the table below, of the 14 large and large-intermediate federation top level executive placements made from 2003 to 2006, 18 women and 70 men were qualified and presented to search committees for consideration when the search extended beyond internal candidates. Out of these 14 executive placements one woman was hired.

Large and Large-Intermediate Federation Executives Placed 2003-2006

Federation	Search Year	Search Committee Chair	Recruitment Consultant/ Method	Number of Women & Men on Search Committee	Candidates Presented	Executive Placed
Baltimore	2003	N/A	Internal Succession	N/A	N/A	Marc Terrill
East Bay	2003	Eileen Ruby	UJC	8 Women & 10 Men	1 Woman & 5 Men	Loren Basch
Hartford	2003	N/A	Internal Succession	N/A	N/A	Cathrine Fischer Schwartz
Phoenix	2003	Berry Sweet	UJC	8 Women & 5 Men	1 Woman & 5 Men	Adam Schwartz
S. Palm Beach County	2003	Larry Altshul	DRG	N/A	0 Women & 4 Men	William Bernstein
Cincinnati	2004	Dianne Rosenberg	UJC Mandel Center	N/A	1 Woman & 4 Men	Shepard Englander
Pittsburgh	2004	David Shapira	UJC Mandel Center/ Internal Succession	5 Women & 10 Men	2 Women & 5 Men	Jeffrey Finkelstein
Toronto	2004	Ralph Shedletsky	UJC/Internal Succession	N/A	0 Women & 4 Men	Ted Sokolsky
San Diego	2005	Gary Jacobs	UJC Mandel Center	7 Women & 9 Men	1 Woman & 6 Men	Michael Rassler
San Francisco	2005	Richard Rosenberg	UJC Mandel Center & Outside Search Consultant	2 Women & 8 Men	1 Woman & 9 Men	Tom Dine
Philadelphia	2006	Beryl Simonson	UJC Mandel Center	N/A	0 Women & 5 Men	Ira Schwartz
Seattle	2006	Dianne Loeb and Rob Spitzer	UJC Mandel Center	6 Women & 5 Men	4 Women & 8 Men	Richard Fruchter

Federation	Search Year	Search Committee Chair	Recruitment Consultant/ Method	Number of Women & Men on Search Committee	Candidates Presented	Executive Placed
Broward County	2006	Myron Stayman	UJC Mandel Center	4 Women & 12 Men	4 Women & 9 Men	Eric Stillman
Rhode Island	2006	David Hirsch	UJC Mandel Center	2 Women & 10 Men	3 Women & 6 Men	Stephen Silberfarb

Factors to Consider

Need for Interview Preparation

Rea Kurzweil, Managing Director, Professional Recruitment and Placement, UJC Mandel Center for Leadership Excellence has found that once a pool of candidates has been established, searches are most successful when all candidates (both men and women) work closely and in-depth with the search consultant to prepare for their interviews. This helps the candidates understand critical issues in the community, as well as nuances of the position, and also contributes to an *even playing field* for candidates. Ultimately, this preparation also helps the search committee assess the candidates effectively, better understand what the candidates have to offer their particular community, and more accurately gauge whether or not a candidate is a “good fit” for the position. Unfortunately, such in-depth preparation is time consuming and not always built into the process.

Not Open to Relocation

Dianne Rosenberg, chair of the 2004 Cincinnati federation executive search committee (a large-intermediate city size federation), explained that her committee had identified and interviewed a viable woman candidate, but when the committee showed interest, the candidate withdrew citing that her husband did not want to leave his current job. Dianne suspects that this is a common obstacle for women and for search committees looking to expand their executive search options. She suggested that creating packages, job search/placement services, and reassurances for spouses to facilitate moves would be helpful. She added that if such services were developed, it would be critical to let that be known in the system so that professionals could take this into consideration in their career planning.

Limited Candidate Sources

As Vice President of Alumni and Community Development for The Wexner Foundation, Cindy has a vast network of contacts in and around the field of Jewish communal service. When interviewed, Cindy Chazan said that one recruiter contacts her regularly for candidate referrals. However, though she has close relationships with other federation recruiters, she noticed that they do not generally get in touch with her in their efforts to identify potential candidates. Cindy suggested that she is one of a number of professionals in the field who could be better used as resources for building strong candidate pools.

Need for Career Planning

In discussing her experience of becoming the first woman to serve as CEO of a large-intermediate federation, Cindy said that she was strategic and purposeful in her career planning. As with other careers, such as broadcast journalism or the rabbinate, when Cindy began her career in Jewish communal service the norm was that professionals expected to relocate periodically to gain needed experience and advance

in their career. She has observed that in recent years, fewer people in general (both men and women) plan for this and/or are willing to do this to advance in our field as their priorities shift.

Preconceptions about Women and Men

One question that is often unspoken by search committee members, but was recognized by the majority of our interviewees as a common obstacle in the search process is that of whether or not a woman would be able to gain the respect of the community's religious leaders and have influence with major funders. Since there have been so many successful senior fundraising professionals who are women, such an opinion is conjecture that is based on personal experience and bias. Search committee members that have difficulty envisioning a candidate who does not fit the historical male image of a federation executive in the new post, will inevitably bring such obstacles to the selection process. When asked how the system could address this common impediment, several of the interviewees said that it was most likely a generational issue and that with continued awareness-raising, over time the problem would correct itself. However, some suggested that more careful attention should be paid to the selection of the search committee to ensure that the future of the community is not limited by the potentially unfounded bias of a decision maker.

Several interviewees suspected that search committees may *perceive* women in general to have different leadership styles than men (for instance, *men hunt and women gather*), but not necessarily to have a lower level of ability. (Though empirical studies have not found many gender differences in leadership styles.⁵) If this perception is commonly held, then it may be that the low comfort level with a *different* leadership style is an inhibiting factor in the hiring of women. Janet Englehart, former Executive Vice President of the Jewish Federation of Rhode Island conveyed that building a comfort level between men and women professionals and volunteer leaders is key to making progress. She suggested that if coaching and mentoring of women professionals in the system became a focus, that including men in such programs (particularly as mentors) would be important to raising the level of comfort. The Women's Initiative at Deloitte & Touche included building awareness and understanding of diverse working styles and stereotypes with far reaching results, "For example, on a recent client engagement, the project manager described an Asian consultant on his team as "shy" and therefore not ready to take on more responsibility. But another partner pushed the project manager for details and suggested that consultants could still be successful even if they didn't "command a room" or raise their voices when speaking in meetings."⁶

Need for Diversity on Boards/Executive Search Committees

One interviewee commented that even though the federation system is a consensus-based model, volunteer leadership leans toward a power-based model, and that those who value "locker room fundraising" will have a difficult time hiring a woman executive director. Urging the need for women to be on company boards or committee's with power in the executive hiring process, Harriet Rubin, Founder and Editor-at-Large, *Doubleday/Currency* said, "My business, publishing, is dominated by women. But it's led by men...None of the polite "female" techniques for getting ahead - networking, mentoring - really work. Men run companies, and men basically want to be with their own kind. If you look at deep-seated social change, which is what we're talking about, you realize that the slow, peaceful march has never made a real difference."⁷ Regarding the tendency of men hiring men, Betty Spence, president of the National Association for Female Executives points out that this behavior may not reflect sexism per se as much as a desire for familiarity in leadership style and image "Men offer jobs to people who look like them."⁸ Anecdotally, some of the interviewees cited

this as a concern; others said that based on their observations, women who are well established in their own careers are often more critical of women candidates than of men. The gender make-up of the search committees noted in this report does not show any clear trends. Ultimately, selecting a search committee that has diversity in gender, background and experience is clearly needed to enable a balanced executive search process.

Need for Work-Life Balance

Ted Farber noted that in his experience, women take themselves out of the process all along the way, not just at the top executive level. Since women in our society are predominantly the primary caregivers to children and aging parents, it is most difficult for them to work the late nights and weekends, and do the extensive travel currently expected to get to high-level federation positions. Stressing the urgency of the personnel crisis, Ted suggests that there are things that are endemic to this profession that should be changed. Pointing to the recent retention study conducted by TBF Consulting for UJC⁹, Ted suggested that following best practices for retention will ultimately help the federation system foster a richer candidate pool for professional leadership positions, which is a current challenge in the executive search process. Implementing the recommended practices should not only help retain federation professionals, but should also contribute to positive work environments that attract talented outside professionals to come to federations to work.

Executive recruiters and organizational development specialists in the corporate sector also find that quality of life issues in the workplace are increasingly a factor in attracting the necessary talent pool for demanding leadership positions. Jeanie Duck of the Boston Consulting Group, who specializes in organizational change, says, "It's a myth that companies are filled with highly capable people who are willing to work 24/7," she says. "It's not true. The companies that crack this will have their pick of talented people."⁴

Successful Interventions

One professional area and system that has some similarities to Jewish communal service, but has made significant progress with gender equity of top-level leadership positions is higher education. Recognizing the issue not only as an injustice, but as a hindrance to excellence, in 1973 the American Council on Education (ACE) established the Office of Women in Higher Education (OWHE). This office provides information and counsel to constituencies within the higher education community regarding policies, issues, education, and research that influence women's equity, diversity, and advancement, often collaborating with associations and other groups in higher education on ways to improve the status of women. In 1977 with a grant from the Carnegie Corporation the OWHE launched the ACE National Identification Program for the Advancement of Women in Higher Education Administration, now known as the ACE Network. Today the ACE Network and OWHE:

- Identifies emerging and successful women leaders
- Develops their leadership abilities through state and national programming
- Encourages the use of those abilities
- Advances them through nomination to appropriate positions

- Links them to one another and to mentors
- Supports the tenure of mid- and senior-level women administrators and presidents throughout their career cycles

Some of the initiatives that these organizations sponsor and/or support include regional networks by level of experience of professional women in higher education, the Presidents Roundtable, and an Executive Search Roundtable. OWHE Director, Donna Burns Phillips, PhD, said that their programs strive to increase the number of women in senior-level positions by expanding the pool of suitable candidates, which has resulted in a steady increase in women placed in top-level administration positions.

Another gender equity initiative that has been successful is the Women's Initiative of professional service's firm Deloitte & Touche. This complex initiative started largely as a business imperative handed down by the CEO, but was strategically implemented and gained widespread support. Through this program, awareness was raised of the issue (women had a high-rate of turn-over and were not adequately represented at the partner level), but also of the often subtle and elusive contributing factors such as "Women get evaluated on their performance; men get evaluated on their potential."⁶ This awareness along with the compelling business case (and executive mandate) was very persuasive and urged widespread action. "Lessons from Deloitte's Women's Initiative:

- Make sure senior management is front and center
- Make an airtight business case for cultural change
- Let the world watch you
- Begin with dialogue as the platform for change
- Use a flexible system of accountability
- Promote work-life balance for men and women"⁶

Potential Interventions

It is interesting to note that though the focus of this study was the executive search process, the issues that surfaced are often outside of the actual process, leading up to or contributing to challenges that fall within the search process itself (e.g. Gender-specific trends in career grooming and work-life balance issues). For this reason, several of the proposed interventions are focus more broadly on strengthening gender balance for the "pipeline" that feeds federation executive searches.

Below is a list of potential interventions to consider.

Interventions Specific to the Executive Search Process

Enhance existing recommended practices for search committees to establish and run a balanced and effective executive search. Facilitate workshops with federation boards and search committees to help them implement recommended practices in their executive search. Provide recommendations in a self-contained kit as well to guide the search committee's implementation of suggested practices after or in lieu of the workshop. This kit would include discussion guides and job aids (such as tables, flow charts, and

check lists). Recommendations in this kit should assist federations in confronting gender balance search process issues talked about in this report that are often not discussed openly. For instance, a search committee may seek the very best candidates, but without guidance they may not specifically strive for a pool that includes women and offers diversity. Identifying the benefits of the recommended practices and the impact of not implementing them should be an objective of this search committee kit.

Develop recommendations to federations for relocation services and packages that include reassurances and job search support for spouses to facilitate moves. Once implemented, (nationally or locally) marketing and communication of such services is important to encourage potential candidates to “throw their hat into the ring.”

Develop and sponsor a Jewish Communal Service Executive Recruitment Roundtable—a group of executive search professionals and others involved with recruitment of Jewish communal service executives/professionals. This group would meet at least twice a year to discuss issues that could be addressed better by the multiple perspectives and resources of the group than by individual entities. In addition, this group could potentially leverage their resources and collaborate to promote career interest and retention in our field, build and bolster the potential pool of executive candidates, and identify trends.

Interventions Strengthening Gender Balance for the Executive Pipeline

Identify and track women with career aspirations in the federation system. Consider this information in potential interventions and ultimately to help feed the pipeline of executive candidates.

Replicate the ACE system in the federation system (or in the field of Jewish communal service). Create a UJC office with clear and actionable objectives that lead to increasing the pool of suitable women candidates for top-level federation positions. Activities of this office could include creating and supporting an interlocking *system* of local networks for women federation professionals. These networks would require local leadership and could engage in professional development and other career planning and advancement activities. The central office could guide the networks in selection of these activities, convene the local networks nationally as warranted, facilitate opportunities to gain needed experience, provide career guidance services, track emerging and successful women professionals, and support placement and advancement of women throughout their careers. The office would also work to raise awareness in the system of the current gender equity issue—including the long-term, far reaching affects—and provide to federations recommended practices for resolving the issue with supporting business cases and implementation support. This central office would collect, coordinate and leverage resources to help address the issue in the federation system. The office would host a virtual center (online) where federation professionals and volunteers could access and post resources, convene and interact as needed regarding gender equity matters.

Host a national network of Jewish communal service executives, professionals and volunteers (including men and women) concerned with addressing the personnel crisis in our field. Provide opportunities (such as roundtable discussions, forums, and team building activities) that encourage interaction and networking of professionals with others of varying levels, as well as with volunteers.

Identify and promote existing resources for women and federations regarding the advancement of women professionals such as work-life balance strategies, leadership, professional development and training programs, networks, mentoring programs, consulting and coaching services, websites, publications, and special interest groups.

Provide models for work-life balance initiatives along with resources for implementing them in varying federation environments. Convey the long and short-term benefits to our field, organizations and their communities of implementing such programs. Create a marketing campaign targeting Jewish communal service agencies to promote work-life balance initiatives and to communicate to aspiring women professionals that this is a new emphasis in our field.

Design an outreach program to federations to promote and support career and succession planning and strategies for professionals and federations. Provide recommended practices, guidance, training resources, and job aids to implement and attempt to standardize these practices locally in federations. Conduct outreach with career guidance and planning resources to undergraduate and graduate programs that feed our system to ensure a viable future pipeline. *[These interventions are currently being pursued by the UJC Mandel Center.]*

Design an outreach program to federations to promote and support implementation of performance management systems that include public recognition and rewards, management and supervisor training, skill building, and professional development in the federation movement. Provide recommended practices, guidance, training resources, and job aids to implement and attempt to standardize these practices locally in federations.

Design job rotation and/or work matrixing models with options (to fit a variety of federation models) along with a plan to promote and help implement them. [Matrix models or work matrixing is where one stays in their position, but works with/reports to a different operational area. This allows collaboration and also provides an opportunity on both sides to gain varied experience and exposure.]

Conclusion

The issues identified in this report are not new or unknown. This, in and of itself, is an affirmation of what should be addressed and add urgency to the growing “personnel crisis” in Jewish communal service. As illustrated in this report, the following are recognized issues that contribute to gender imbalance in the Jewish federation system and should be considered in the design of potential interventions:

- Women are not commonly groomed for top positions in our field
- Fewer women than men that have had high-profile opportunities to demonstrate the competencies sought by the search committee
- Difficulty identifying suitable and interested women candidates
- Position does not appeal to suitable candidates due to the work-life balance sacrifices
- Potential candidates and/or their male spouses are not open to relocation
- Search committee members’ low comfort level/ unfamiliarity with women and non-traditional candidates in the top-level federation role

- Focus on diversity in the selection of search committee members is important, but not always built into the process
- In-depth candidate preparation is essential, but not always built into the process
- Limited network of resources available and accessed to help identify candidates

Resources

Documents:

- “Cracking the Glass Ceiling: Factors Influencing Women’s Attainment of Senior Executive Positions” dissertation by Carole K. Adair, 1999
- “Women In The Executive Suite” by Stewart Ain, *The New York Jewish Week*, November 23, 2001
- “Gender Equality in Jewish Communal Service: Toward a National Action Agenda” JCSA Teleconference 2001, *Journal of Jewish Communal Service*, Spring/Summer, 2001
- “2005 Catalyst Census of Women Board Directors of the Fortune 500” Catalyst, March 2006
- “A New Generation Gap: Differences Emerge Among Women in the Workplace” by Jeffrey Zaslow, *The Wall Street Journal*, May 4, 2006
- “Surveying the Field/Cracking the Glass Ceiling” by Jaclyne Badal, *The Wall Street Journal*, June 20, 2006
- “Gender Bias Is a Fact of Communal Life” by Steven M. Cohen and Shaul Kelner, *Forward*, June 23, 2006

Interviews with:

- Cindy Chazan, Vice President Alumni and Community Development, The Wexner Foundation and former Executive Director, Jewish Federation of Greater Hartford
- David Edell, President, DRG Inc. Executive Search Consultants for the Nonprofit Sector
- Janet Engelhart, Former Executive Vice President, Jewish Federation of Rhode Island
- Ted Farber, President, TBF Consulting and former Executive Vice President and Chief Executive Officer, Jewish Federation of Greater Washington
- Marsha Hurwitz, President and Chief Executive Officer, Columbus Jewish Federation
- Rea Kurzweil, Managing Director, Professional Recruitment and Placement, UJC Mandel Center for Leadership Excellence
- Ron Meier, Senior Vice President, UJC Mandel Center for Leadership Excellence and former Executive Director, Jewish Federation of Bergen County

- Donna Burns Phillips, PhD, Director, American Council on Education
- Dianne Rosenberg, former Chair of the Jewish Federation of Cincinnati Executive Search Committee

¹ “Professional Recruitment and Retention, A Call to Action” by David E. Edell, *Jewish Journal of Communal Service*, Fall 2002

² “Creating Gender Equity and Organizational Effectiveness in the Jewish Federation System: A Research-and-Action Project” research report by Steven M. Cohen, Shifra Bronznick, Didi Goldenhar, Dr. Sherry Israel, Dr. Shaul Kelner, January 2004

³ “Cracking The Glass Ceiling: Catalyst’s Research on Women in Corporate Management 1995-2000” Catalyst

⁴ “Get a Life!” By Jody Miller and Matt Miller, *FORTUNE* magazine, Wednesday, November 16, 2005

⁵ “Different Cultures, Similar Perceptions: Stereotyping of Western European Business Leaders” Catalyst

⁶ “Winning the Talent War for Women: Sometimes It Takes a Revolution” by Douglas M. McCracken, *Harvard Business Review*, November-December 2000

⁷ “Women and Men, Work and Power,” by Anna Muoio, *Fast Company* magazine, January 1998

⁸ “What Women Want” by Alix Nyberg Stuart, *CFO Magazine*, June 01, 2006

⁹ “UJC Early Career Professionals Initiative” July 2006, report prepared by TBF Consulting