

THE WHITE HOUSE

WASHINGTON

December 8, 1995

Anita M. Pampusch  
President  
The College of St. Catherine  
2004 Randolph Avenue  
St. Paul, Minnesota 55105-1794

Dear Anita:

Thank you for sending me the Roundtable Report summarizing the first meeting of the National Roundtable on Women in Public and Nonprofit Leadership. Hopefully it is just the beginning of what will eventually translate into real gains towards overcoming 'glass-ceiling' barriers for women.

I think that the Roundtable Report does a good job of framing the central issues around the need to increase participation of women in the non-profit and public sectors at leadership levels. Clearly, as you discuss in your report, the absence of women in high numbers at critical decision-making levels is a longstanding problem and one that is fostered by many complicated factors.

Although we all know it will require more time and innovative action to truly integrate women into the leadership of the 'third sector' and to reverse the trends discussed, I do feel strongly that the President's commitment to making policy that cultivates a pro-woman and a pro-family environment both in the workplace and in the home is making a difference. A very tangible example of this is the appointment of so many women to leadership positions in the Administration, including to roles that are traditionally played by men. As a result, women are making policy in critical areas, which is reflected in the policies and in what the President talks about.

I would like to mention a few other developments, some of which have been made since you were in Washington in May, in case you are not already aware of them because I think they also mark progress in bringing women 'to the table' and valuing our contributions.

- On June 5 of this year, the President created the first White House Office for Women's Initiatives. Betsy Myers, Deputy Assistant to the President, was appointed to head the Women's Office. One example of an initiative they have launched is 'At the Table' roundtable discussions -- which are being conducted by Administration officials throughout the country. (A description is enclosed.)

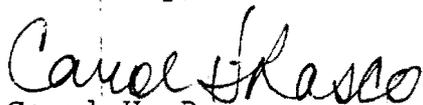
- The President's Interagency Council on Women was also formed to ensure that the United States follows through on its commitment to implement the Platform principles at the conference in Beijing; each federal agency is currently in the process of developing plans. One component of the Department of Education's proposal that may interest you is a national leadership forum they plan to convene next year that is dedicated to cultivating leadership skills in girls. (Summary documents are enclosed.)
- The White House is organizing several regional roundtable discussions with local non-profit organizations next year to focus on the role of non-profits in the community, and on the partnership between the government and the non-profit sectors. The role of women in these sectors, particularly in leadership positions, will be examined as a part of this dialogue.

In addition, we have continued to raise consciousness about key issues that have often been viewed as women's issues, but that clearly impact everyone in our country. Examples include violence against women, child care and parental responsibility. This year, the President issued an Executive Memorandum that directs all federal agencies to educate their employees about violence against women and the resources available; he has worked to consolidate child care offices and propose increased funds for child care in the budget; and he signed an Executive Order that cracks down on Federal employees who owe child support.

These are just some examples of steps in the right direction. At the same time, we know that there is a long way to go. Evidence of that is in the Glass-Ceiling Commission's report released earlier this year, and in the need for the President's defense of the importance of affirmative action for providing equal opportunity for women several months ago. We will keep working at it.

Thank you so much for your work. I welcome further updates you produce and look forward to receiving information on the follow-up Leadership conference in the spring of 1996.

Sincerely,



Carol H. Rasco  
Assistant to the President for Domestic Policy

Enclosures

Will have  
by ans of 11/29

THE WHITE HOUSE  
OFFICE OF DOMESTIC POLICY

CAROL H. RASCO  
Assistant to the President for Domestic Policy

To: Delia Fine

Draft response for POTUS  
and forward to CHR by: \_\_\_\_\_

Draft response for CHR by: CRB 11/13

Please reply directly to the writer  
(copy to CHR) by: \_\_\_\_\_

Please advise by: \_\_\_\_\_

Let's discuss: \_\_\_\_\_

For your information: \_\_\_\_\_

Reply using form code: \_\_\_\_\_

File: \_\_\_\_\_

Send copy to (original to CHR): \_\_\_\_\_

Schedule ? :  Accept  Pending  Regret

Designee to attend: \_\_\_\_\_

Remarks: Do you know  
anything about all  
this? Need good,  
substantive reply.



THE COLLEGE OF  
**ST. CATHERINE**

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October 30, 1995

Carol Rasco, Assistant to the  
President for Domestic Policy  
The White House  
1600 Pennsylvania Avenue  
Washington, DC 20500

Dear Carol:

Several months have passed since we gathered in Washington, D.C. for the National Roundtable on Women in Public and Nonprofit Leadership Conference. With the assistance of the sub-committee which agreed to help develop and edit the summary of our discussions, I am very pleased to send you the Roundtable Report.

We made some significant strides in refining the goals of this first conference and in identifying some strategic directions that will guide us as we look to future meetings and discussions. It is our intention to conduct a follow-up conference here at the College of St. Catherine in the spring of 1996. More information will be forthcoming about that meeting as soon as dates have been set.

I welcome your feedback on the Roundtable Report, and would also like to hear about positive steps toward our goals or roadblocks you may have encountered since our meeting. Thank you, once again, for your participation in this effort. I look forward to reuniting in the spring to continue on the path we have started.

Sincerely,

A handwritten signature in cursive script, reading "Anita M. Pampusch".

Anita M. Pampusch  
President

## An Executive Summary of the Roundtable Report

This report summarizes conclusions and results that came out of the first meeting of the *National Roundtable on Women in Public and Nonprofit Leadership* on May 4, 1995.

The *Introduction* section of the report describes the origins of the project. It also describes the process that roundtable participants went through to arrive at the outcomes reported in the second section of the report: *Outcomes and Recommendations*. The *Introduction* section also reiterates background material that was supplied to roundtable participants before the May 4 session to prepare them for the discussion.

The *Outcomes and Recommendations* section describes the ways in which the goal for the project was refined, a key premise was broadened, large-scale strategic directions for action were identified and an important element to a successful strategic model was added.

### The goal revised

The original roundtable goal has been refined to read (the change is indicated in italic type):

To identify workable strategies to produce a significant *and sustainable* increase in the percentage of women in influential, top-level leadership positions in nonprofit and government agencies and in institutions of higher learning.

### The premise broadened

A premise upon which the roundtable project was based, that this is a women's issue, has been changed. As a result of ideas and information shared during the May 4 session, it has become apparent that:

- *the small number of women taking top leadership positions in public and nonprofit organizations is not a women's issue, it is a societal issue.*

### Strategic directions identified

Three large-scale strategic directions for change in broadly held societal attitudes that must be achieved in order to

effect lasting change were identified from common themes in the visions and barriers preparatory exercise. They are:

- 1) *We must work toward a reality in which women's contributions and achievements are known to be valuable and positive;*
- 2) *We must work toward a reality in which balanced commitment to family and work is valued and promoted for all employees and used to determine leadership potential for both genders; and*
- 3) *We must work toward a reality in which human qualities and capabilities are the only criteria for leadership, and leadership success is measured equally by its positive impacts on people's lives and its fiscal productivity.*

### A strategic model added

In addition, common themes in both the preparatory exercises and the small-group strategy session outcomes indicated that a significant number of participants believe that:

- *any successful strategic model for action must include and welcome men into the dialogue.*

The *Outcomes and Recommendations* section also describes a format for refining the strategies that resulted from the small-group exercise into workable action plans. The strategies were examined to determine:

- 1) the kind of work each strategy describes (*operational sphere*) and
- 2) the change each strategy was intended to accomplish (*strategic target*).

Finally, the *Next Step* section describes briefly some of the activities currently in place to help determine where the project should go from here. The College of St. Catherine has volunteered to serve as the primary contact for exploring the the possibility of a second roundtable session and to spearhead development of a World Wide Web site for the National Roundtable on Women in Public and Nonprofit Leadership.

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"It's time for women in leadership positions to take the power we have, put ourselves on the line and say: 'Women's issues are not separate from national and local agendas.'"

— Donna Shavlik, Director, Office of Women in Higher Education, American Council on Education

### **Preface**

The issues of gender disparity in public and private leadership have been publicly recognized, studied and debated in the United States for more than 30 years. The National Roundtable on Women in Public and Nonprofit Leadership met in its inaugural session in the White House Conference Center in Washington, D.C., on May 4, 1995. It was formed not to call for change, not to justify the need for change, but to begin the process of enacting change. The group was brought together to work toward creating a measurable increase in the number of women in top-level leadership positions throughout the non-profit/public "third" sector of the American economy.

The participants in this first roundtable session included women and men who hold powerful leadership positions in the third sector. Their experience and expertise is drawn from nearly every major field of operation in this sector: education, social service, social welfare, philanthropy, business and economics, government administration and law. These individuals began the day expressing distinct, personal perspectives on the issue of third-sector gender disparity in top-level leadership. However, these leaders suspended personal assumptions to acknowledge the views of all present and, in the search for workable solutions, incorporated these shared perspectives into a new understanding of the problem. This gave the inaugural session of the National Roundtable on Women in Public and Nonprofit Leadership a distinctive, task-oriented character.

### ORIGINS OF THE PROJECT

The concept for the Roundtable was conceived earlier this year by James Scheibel, vice president and director of Domestic Volunteer Service Programs, Corporation for National Service, and Anita Pampusch, president of the College of St. Catherine, a women's college located in St. Paul, Minnesota.

Both organizations had been working independently to promote increased leadership opportunities for women: Pampusch through her work at St. Catherine and with various national organizations concerned with women's issues, and Scheibel through the Corporation for National Service where the mission is to engage Americans of all backgrounds and ages into community-based service.

In the summer of 1994, they began discussions on a joint venture between the college and the corporation that would start a national-scale effort to advance the interests of and participation of women in leadership roles. The Roundtable on Women in Public and Nonprofit Leadership was the culmination of those discussions.

### OVERVIEW OF THE REPORT

This report communicates the results of the first meeting of the National Roundtable on Women in Public and Nonprofit Leadership. The roundtable purpose was:

*To identify workable strategies to produce a significant increase in the percentage of women in influential, top-level leadership positions in nonprofit and government agencies and in institutions of higher learning.*

It describes the ways in which issues identified during the day's activities can be used to begin building an operational framework for future action. The original assumptions that formed the basis for the roundtable project remain unchanged. But, as a result of what participants learned from each other during this first session, new perspectives as to why, how and in which directions the project should go forward have come to light.

The report also analyzes the products of the day's work and will offer recommendations for how to begin the work of developing a strategic plan or plans for increasing the number of women who hold top-level leadership positions in the third sector.

### BACKGROUND

"I have realized lately that 20 years of research and a lot of data do not necessarily persuade people. It's how the field is presented." —  
David Sadker, professor of education, American University

Advance preparation for the roundtable began with a prospectus report that reviewed some of the socio-economic research findings currently available about women in the nonprofit and public sectors. The following background section will reiterate that material.

#### Purpose of the Roundtable

The National Roundtable on Women in Public and Nonprofit Leadership was conceived to enhance access to leadership positions for women in the public and nonprofit sectors of the American economy. This section of the report states the basic assumptions that shaped the design of the project, and describes some of the elements and characteristics of the barriers to advancement in these sectors in order to provide background information for discussion.

#### Design of the project

*The National Roundtable on Women in Public and Nonprofit Leadership* is based on three assumptions:

- 1) Characteristics shared by the nonprofit and public sectors, which distinguish them from the for-profit sector, make this combination a logical and productive focus for efforts to address gender-based, glass-ceiling discrimination;
- 2) Overcoming the pervasive and deeply embedded values, beliefs and gender stereotypes that form the unspoken rationale for glass-ceiling discrimination will require bold initiatives from influential leaders and strong, personal commitment from these leaders; and
- 3) Focused, face-to-face discussion and collaboration by experienced and knowledgeable people will likely generate new creative strategies for solving the complex problems that contribute to glass-ceiling discrimination in the public and nonprofit sectors.

Participants in the first session of the roundtable were selected based on their knowledge, experience, expertise and eminence in areas of leadership in the

### A 'small male elite'

Despite the strongly female-intensive nature of the nonprofit sector and related areas of the public sector, statistical observations indicate that a "remarkable paradox" exists. They show that even as women are increasing their numbers in the professional and managerial ranks in these sectors, a male-dominated hierarchy continues to represent to society the leadership role model and public voice for a type of work overwhelmingly populated by women."<sup>10</sup>

Characterized by this paradox, the glass-ceiling in the nonprofit and public sectors appears double-glazed with an extra layer of frustration. The small number of women in positions of influential leadership within industries where they dominate the areas of expertise and experience that contribute to successful operation is illogical and counter-productive.

### Conclusion

This background information was presented to participants before the May 4 session so that the work of the day could begin from within a common frame of reference on gender disparity in top-level public and nonprofit leadership. As such it was generally accepted by participants as an accurate portrayal of current issues and circumstances surrounding women and power in the third sector. As a result of this acceptance, the work of the day was able to focus quickly on the tasks of envisioning a more equitable balance of power in the third sector and developing strategies to achieve it.

### References

- 1 Anne E. Preston, "Women in the Nonprofit Labor Market," printed in *Women and Power in the Nonprofit Sector*, Jossey-Bass Publishers, 1994, p. 43
- 2 Ronnie J. Steinberg and Jerry A. Jacobs, "Pay Equity in Nonprofit Organizations: Making Women's Work Visible," printed in *Women and Power in the Nonprofit Sector*, Jossey-Bass Publishers, 1994, pp. 92-100
- 3 Ibid.
- 4 Ibid.
- 5 Ibid.
- 6 *Good for Business: Making Full Use of the Nation's Human Capital*, A Fact-Finding Report of the Federal Glass Ceiling Commission, 1995, p. 17
- 7 Lynn C. Burbridge, "The Occupational Structure of Nonprofit Industries: Implications for Women," printed in *Women and Power in the Nonprofit Sector*, Jossey-Bass Publishers, 1994, p. 128
- 8 *Good for Business: Making Full Use of the Nation's Human Capital*, A Fact-Finding Report of the Federal Glass Ceiling Commission, 1995, p. 16
- 9 Steinberg and Jacobs, Ibid. p. 95
- 10 Steinberg and Jacobs, Ibid. p. 95

### DESCRIPTION OF THE ROUNDTABLE PROCESS

The process of creating this alternative vision and developing strategies to achieve it was arranged in three progressive phases:

- 1) framing and introduction;
- 2) identifying visions and barriers; and
- 3) small-group strategy development.

The **framing and introduction** exercise provided an opportunity for each participant to express his or her personal perspective on the issue in a balanced format that asked them to 1) describe their leadership background; 2) identify (either on a personal or societal level) a significant accomplishment or major step forward toward eliminating glass-ceiling barriers for women; and 3) identify a major obstacle they believe exists to ending glass-ceiling discrimination. This exercise resulted in a detailed picture of the current state of women's access to organizational leadership opportunities. (See Page 10 for a summary of framing and introduction perspectives.)

The **visions and barriers** exercise called for participants to express their ideas about what needs to be accomplished and then identify barriers to achieving those goals. (See Page 11 for a full listing of visions expressed and the barriers identified.) Both of these activities moved the group toward consensus on 1) the motivation for seeking to increase women's participation in leadership; 2) the barriers to doing so; and 3) effective strategies for accomplishing this goal.

The next step was to divide participants into five **small groups** selected at random to spend time agreeing on strategies to accomplish a collective vision. This exercise was the culmination of the day's activity and produced promising strategies for developing workable, effective action plans to bring about sustainable change 1) in the way women are recognized and included in leadership; and 2) in the kind of leadership they believe society will demand from all leaders, male and female, in the future. (See Page 15 for a full list of the strategies that came out of each small-group unit.)

## NOT JUST A WOMEN'S ISSUE

"We used to consider success by a certain count — the number of women in Congress, the number of CEOs ... and I have counted those, too, but now I'm beginning to think we should pay more attention to the grassroots needs of society."

— Madeleine Kunin, deputy secretary of education

Roundtable discussion initially focused on gender when addressing the "glass ceiling" forces at work within the largely female-intensive occupations and organizations of the third sector because this paradox was perceived to be a women's issue. However, many of the perspectives and visions shared during the preparatory exercises suggest a broader premise on which to base the roundtable goal: *The small number of women taking top leadership in public and nonprofit organizations is not a women's issue, it is a societal issue.* This premise recognizes a societal need for the distinctive leadership contributions of both women and men and an operating norm in which leadership is based on ability regardless of gender.

This broadening means that efforts to increase the number of women represented at top levels of leadership in public and nonprofit organizations can focus on improving how those organizations accomplish their work. In this light, one of the strategies that emerged from the small group sessions can be paraphrased to describe the first step that must be taken toward achieving the roundtable goal:

*"The case must be made that nonprofits and government organizations have a stake in including women and people of color in leadership positions. We must redefine the terms of the debate beyond fairness to what works best in a truly diverse society."*

### ATTITUDES MUST CHANGE

In addition to the broadened premise discussed above, roundtable discussion of perspectives, visions, barriers and strategies identified *several distinct shifts in societal attitudes and behaviors that must occur before a sustainable increase in gender representation at the top levels of leadership can be achieved.* These attitude shifts represent change on such a broad level that it is impossible to pinpoint any one strategy or plan to accomplish such change. It is helpful to think of the following "reality" shifts as points on a compass that can be used to orient specific efforts in general directions that can lead to deeper, more lasting social change.

"That a woman is named CEO of a major government or nonprofit agency and all employees are honestly excited about her track record and future promise."

— vision statement

**We must work toward a reality in which women's contributions and achievements are known to be valuable and positive.**

This is to replace circumstances in which advancement of women is perceived as either inappropriate or threatening to men. Strategies aimed in this direction will impact gender issues in socialization, education and employment practices.

"That societal values and norms encourage a less brutal pace and pressure for female and male leaders who want to balance a life of family and work."

— vision statement

**We must work toward a reality in which balanced commitment to family and work is valued and promoted for all employees and used to determine leadership potential for both genders.**

This is to replace current circumstances in which those who seek leadership — male and female — must sacrifice their role in the family to their role in the workplace. Strategies in this direction will impact business practices and values, and how human rights and human needs are interpreted in all socio-economic structures.

"That the third sector becomes more prevailing in the nation's vision, and, with this, its values of service, community and caring."

— vision statement

**We must work toward a reality in which human qualities and capabilities are the only criteria for leadership, and leadership success is measured equally by its positive impacts on people's lives and its fiscal productivity.**

This is to replace current leadership priorities in which short-term fiscal solutions take precedence over long-term productive growth and in which a positive impact on society's general economic health is not considered a measure of meritorious accomplishment. Strategies in this direction will impact corporate structures and practices, how society rewards its leaders and how it encourages people to seek leadership.

### Operational spheres

#### *Societal awareness and influence strategies*

Providing support for changing attitudes through research, publications, community involvement; communicating and "selling" values shifts and benefit statements through media channels; educating teachers and parents about socialization and education issues and impacts; etc.

**Example:** "Establish goals for what a leadership team looks like to include women and people of color on executive boards."

#### *Organizational change strategies*

Leveraging strategies such as leadership audits and other such uses of shareholder/funder/board member/customer power; developing programs for employment and promotion policy changes; developing materials for educational curricula proposals and structural changes; establishing need and developing programs for increased community-based leadership opportunities; etc.

**Example:** "Develop and implement a 'Women's Leadership Audit' for organizations, schools and businesses."

#### *Personal commitment strategies*

Mentorship; personal influence toward change; role modeling; networking leadership opportunities, working personally for change in individual communities; etc.

**Example:** "Expand your 'radar screen' of women you know and can recommend for top leadership positions."

### Strategic Targets

- Increasing mentorship/role modeling
- Redefining a comprehensive model for leadership
- Leveraging existing power
- Enhancing family support systems
- Communicating success/making the case
- Addressing education and socialization issues

database of colleagues, proteges or employees who have shown exceptional leadership qualities to be considered for appropriate hiring, referral or promotion when opportunities arise.

If this same strategy was assigned to the *organizational change* sphere with the same *increased mentorship/role modeling* target, individuals or groups within a particular organization could work to develop and implement formal systems of mentorship or community outreach within their agency or corporation.

Again, if the same strategy was assigned to the *societal awareness and influence* sphere with the same *increased mentorship/role modeling* target, the action plan might involve developing educational materials designed to help corporations establish mentorship programs. Or it might involve publishing a book or article profiling America's top 100 female CEOs.

### MORE WORK NEEDS TO BE DONE

The operational spheres and strategic targets suggested here are intended only to provide a preliminary structure within which to start developing workable action plans to address specific circumstances. They do not represent any empirical measurements nor are they the result of a scientifically objective analysis. It is even likely that these spheres and targets can and will be further explored and better defined at some future point in time. These suggestions should be regarded as a transitional format for taking the excellent ideas expressed in the small-group strategy session outcomes forward to the next stage of development.

What that next stage will be, who will do this work and how the resulting action plans will be implemented are questions that cannot be answered in this report. It is up to roundtable participants and others who are interested in seeing the roundtable goal realized to take up the tasks involved in answering them. It is likely that there will be continued interest and initiatives for future action from among the established leaders who made up the first group of roundtable participants. However, the call to further action also is directed and open to anyone who reads this report and has a desire to join in working to see that the roundtable goal is accomplished.

Some initiatives already have begun. The College of St. Catherine (which is sponsoring authorship of this report) Institute for Leadership and Continuing Education is pursuing a partnership with Bennett College and its leadership center to determine appropriate areas of cooperative action. St. Catherine also is taking part in pursuing an offer made at the May 4 session by Donna Shavlik, director of the Office of Women in Higher Education, American Council on Education. She offered to expand the successful *Women Leader's Roundtable*, a forum in which women leaders discuss issues of concern and explore ways to use their collective power from their different spheres of influence to address those issues. It was piloted with a group of 30 leaders in New York City in June of 1994. A planning meeting to discuss expanding this model to other locations and other groups around the country is being held in Washington, D.C., on November 7, 1995.

**A) SUMMARY OF RESPONSES MADE DURING THE INTRODUCTION/FRAMING EXERCISE**

Written notes were taken during this phase of the roundtable discussion.\* These notes were analyzed by dividing the framing statements made by each participant into two categories: positives and negatives. Each category was then examined independently to look for common themes or patterns as well as individual perspectives that contributed to the overall picture painted as a result of this exercise. In some cases, a participant's response indicated more than one accomplishment or setback and these were listed separately. In other cases, a participant's response could not be categorized as an accomplishment or setback and so was not included on either list. This explains why there is an unequal comparison between the positive statements (27) and the negative statements (29).

**Positive Statements**

Many positive responses (12 out of 27) were examples of actual achievement in gaining significant, powerful leadership positions. These examples ranged from personal progress: "I have achieved ..." to societal progress: "women have achieved ... ." Some of the examples touched on institutional progress, for example, the creation of legal tools for empowering women to lead. The current administration was praised as having made significant progress in changing the face of leadership in Washington. This can be interpreted as a strong sense among the group that there has been measurable progress in opening leadership doors for women over the past several decades.

The second most common theme among the positive responses was empowerment. These participants cited that through the leadership and activism of women over the past few decades the concept of empowerment has become part of the national mindset. In other words, American society has accepted the idea that women can be leaders and American women have accepted the idea that they can become leaders.

The third most common theme among the positive responses was societal recognition of what can happen to girls during the socialization and education process. Participants cited recent developments that indicate people are "rallying around" the need to address gender issues in education and in school/family/community socialization processes. Folded into this was a sense of progress for women in educational leadership as well as progress toward recognizing the validity and importance of women's education.

Three positive responses focused on a sense of enlightenment about the consequences of having women on a leadership team. These responses addressed 1) what leadership that includes women and 2) what leadership that has a broad, inclusive vision across all dimensions can mean to those who are led.

**Negative Statements**

On the negative side, nearly all of the responses could be said to have this common theme — that there has not been enough progress, that more work needs to be done. Several participants expressed a sense that, although women have made it to the top and do feel empowered to lead, the numbers of women who have made it into top-level leadership positions are too thin; there is no depth. Others articulated a sense that lasting, institutional change is not occurring, that individual women's gains often cannot be sustained "beyond their watch."

They also spoke of a continuing insensitivity to women's issues in the workplace — work and family issues, women of color issues, affirmative action issues. Others expressed the view that women themselves are not working hard enough for change because they are not taking advantage of opportunities to mentor and support other women and because they are maintaining a negative, problem-oriented dialogue. One participant cited the

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\* The text of these notes will not be displayed in this report. Because these notes were not taken with the intention of providing full transcript of what was said, it is not possible to guarantee the accuracy of the language and the full context of the responses as they were recorded. Corrections to the quotes that were published can be forwarded to the College of St. Catherine, Office of Institutional Advancement, 2004 Randolph Avenue, St. Paul, MN 55105.

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That racism is obsolete and women of color and white women work together in harmony (as we do with men) productively and happily.

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That women hold a proportionate share of leadership positions in ALL sectors and it takes NO special effort to perpetuate this state.

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That young women aspire to leadership and are supported in their efforts to attain leadership skills and positions.

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That regular hours of work SHRINK so spending time with families is possible and encouraged.

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That high quality, affordable child care is the norm!

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That the U.S. is recognized as the leader throughout the world in the elimination of any and all glass ceilings.

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That an environment is created for diversity to flourish, the talents of people to be utilized and differences to be celebrated.

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That ongoing public dialogue exists about the need for understanding differences and utilizing the capacities of all.

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That there be a woman president.

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That there be an accepted leadership model which integrates the value of diversity with quality principles.

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That women's advancement/opportunity is viewed as a POSITIVE for ALL — not as a "win-lose" that THREATENS some other segments of our society.

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That we develop a consensus in this society, a shared desire to CREATE this POSITIVE in all our institutions.

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That people — parents, policy makers, community activists, organization leaders, etc. — UNDERSTAND and SUPPORT "what works" to achieve this POSITIVE.

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That academic institutions and community organizations offer women easy access to leadership training and support.

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That local, regional and international nonprofit organizations would resolve to employ and engage women in their leadership — in equitable proportions.

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That we would reinforce goals with a deeper understanding of our national vision of "liberty and justice for all."

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That we create public schools (curricula, instruction, etc.) that tie education and adult roles (leadership, public voice ...).

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That we value creativity as much as efficiency.

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That we extend the concept of human rights to include women in all nations and cultures.

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That women leaders have a greater presence in grant-making philanthropies, which will ensure a larger share of philanthropic support for women's education.

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That, in school, leadership development for girls is curricular, not only "extra-curricular."

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That a state exists in which women are automatically perceived as leaders and naturally included in leadership roles.

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That there be expansion of the network of men and women serving as mentors and pulling women up the leadership ladder.

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That an educational system is created that nurtures women and girls instead of diminishing their dreams and aspirations.

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That men as well as women, boys as well as girls, identify with and applaud the success of women.

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That a woman be named CEO of a major government/non-profit agency and all of the employees are honestly excited about her track record and future promise.

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That girls believe they can be leaders and continue to build their skills to become effective in their chosen work.

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That child care options are various, accessible, affordable and ACCEPTED for all parents who wish to or need to work during their child-rearing years.

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That the pool of women prepared and willing to compete for top organizational leadership positions is at least equal in size to the pool of men.

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That professional education programs measure success and impact in terms of the DIVERSITY AND ACHIEVEMENTS of their graduates.

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That a comprehensive curriculum or plan be created for parallel peer leadership education of boys and girls beginning at pre-K through the 16th year of schooling.

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That attention is paid to "normalizing" and expecting to have and empower single-sex educational institutions that focus on personal, economic, social and intellectual development.

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That there be women leaders at all (president of the country to block neighborhood) levels and spectra in the U.S. (corporate, nonprofit, etc.).

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That a world exists where, when choices are made for people to take on leadership positions, human qualities and capabilities are the only criteria NECESSARY for a well-balanced, inclusive and empowering agenda for action.

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That an environment exists where MEN and women feel as comfortable leading in the workplace as leading on the home front in nurturing the esteem of our future — children.

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That young girls grow in and maintain a high level of self-esteem and confidence throughout their youth and into their adult lives.

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That organizations not only promote equal access to leadership for women but a "friendly," sensitive climate for women so they will maintain leadership positions.

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That political leadership in this country faithfully reflect the gender and racial make-up of the people.

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Ditto the workplace.

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### C) BARRIER STATEMENTS

*The following barrier statements were transcribed from conference notes.*

Patience.

Internalizing the negative images of women.

Men's fear of loss.

Downsizing, corporate and institutional, shrinking opportunities.

Resistance to any change.

Philanthropic community doesn't fund enough communication of success.

White male refusal to change.

White women's failure to make coalitions across race and class.

Fragmentation of the human rights movement in general.

Negative peer pressure among women — women who won't let other women advance.

White males portraying the white male as victim.

No equal rights amendment, no constitutional base.

Lack of owning, acknowledging, of valuing diversity.

Women don't risk enough — no safety net.

Failure to address homophobia.

Acceptance of small gains as whole gains. Few strides made are not enough.

Inability to return to the fundamental notion that women are not valued as much as men.

Failure to understand the premise upon which we are building a society, to create a vision for what kind of society we want to build.

Gender myths in the workplace.

Devaluing pluralism.