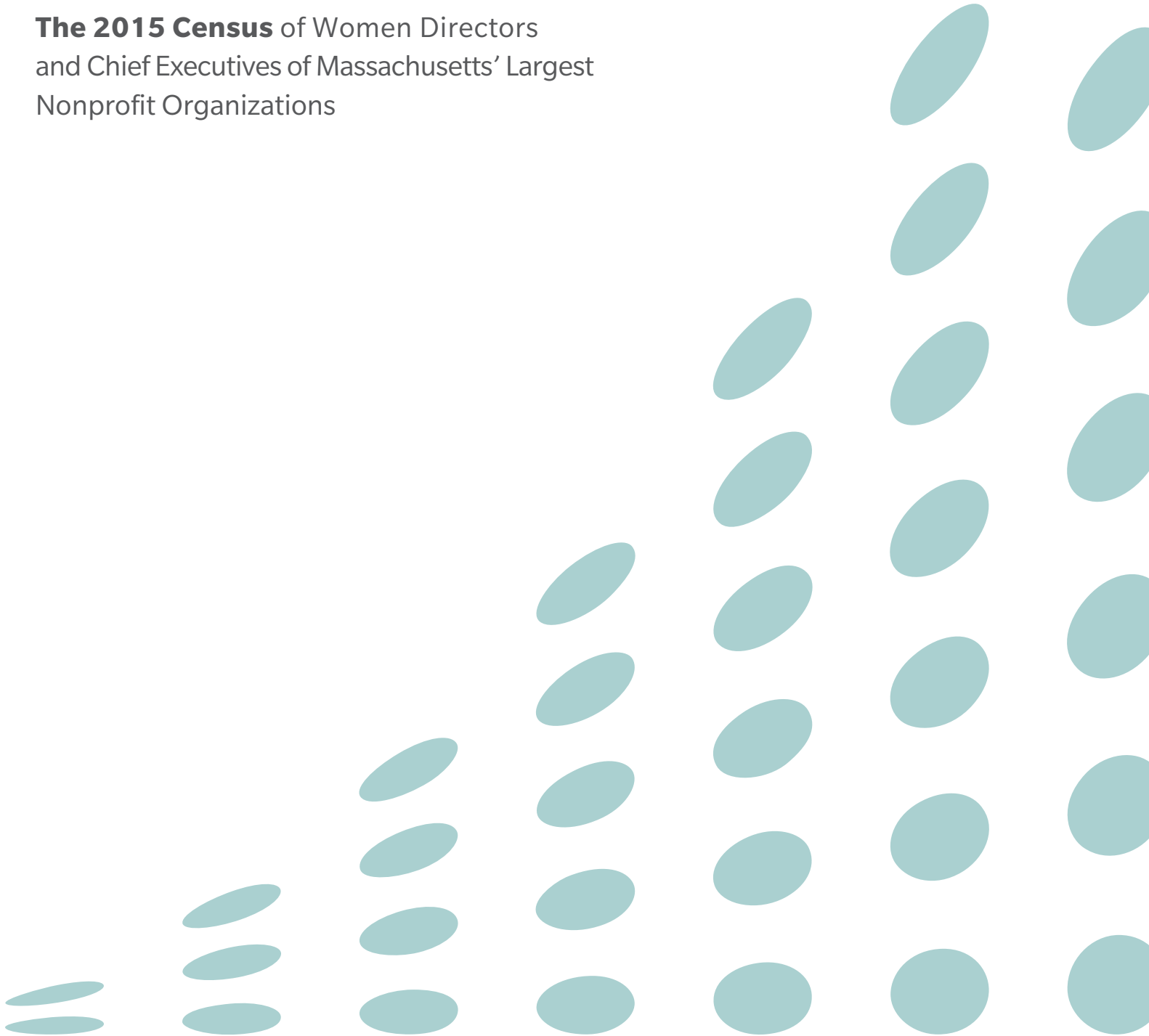


STABILITY ISN'T PROGRESS

The 2015 Census of Women Directors
and Chief Executives of Massachusetts' Largest
Nonprofit Organizations





The Boston Club is the community of women business and professional leaders that promotes the advancement of women into significant and visible leadership roles. Our ambition is to have lasting and meaningful impact on business performance and the economic health of our communities. We're a Club and a Cause. Our internal focus is to connect and enrich women leaders from a diverse set of backgrounds and experiences. Our external activities measure the progress of women in corporations and nonprofit organizations, place women on corporate and nonprofit boards, celebrate organizations that elevate women leaders, and engage in public discourse about the importance of the issues. Research plays an integral part in The Boston Club's mission, focusing attention on the identification and development of a vital pool of women's expertise for leadership positions.



For more than a century, Simmons College has offered a pioneering liberal arts education for undergraduates integrated with professional work experience. Today, we also offer renowned coeducational graduate programs in nursing and health sciences, education, liberal arts, communications management, social work, and library and information science. Our MBA program is designed specifically for women.



MERCER Mercer is a global consulting leader in talent, health, retirement, and investments. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people. Our success is derived from our global network of 20,000 employees, based in more than 40 countries.

Mercer's advice and solutions are shaped by each client's unique needs and business context, and are designed to ensure that clients get the best return on their HR spending. As one would expect from a company whose stock-in-trade is insight and intellectual capital, Mercer places a premium on diversity of approach, ideas, and viewpoints. Through its collective diversity, Mercer is able to offer an unmatched array of products, advice, and solutions tailored to clients' most complex business challenges. Mercer is proud of its legacy of supporting The Boston Club over the years.

A Message from The Boston Club

This is the second time The Boston Club has published the *Census of Women Directors* and *Chief Executives of Massachusetts' Largest Nonprofit Organizations*. In 2013, the benchmark report provided the first ever comprehensive and detailed examination of gender diversity on the boards and in the senior executive offices of the largest nonprofit organizations in Massachusetts. This year's report updates that information and provides a comparison to the 2013 report.

We were surprised to find that little progress has been made in increasing the number of women in board and senior executive positions over the last two years. After 12 years of reporting on the number of women on boards and in executive suites in public companies, we have grown familiar, but unreconciled, with the slow pace of change in the for-profit sector. Given the higher percentage of women serving on nonprofit boards reported in 2013, we were optimistic that the nonprofit sector was both aware and capable of taking advantage of the significant number of women qualified to participate in leadership. You will find in reading the 2015 *Census* that our optimism was apparently misplaced.

Why does this matter? The 150 largest nonprofit organizations in Massachusetts generated \$62.7 billion in revenues in 2012, the most recent year for which information is available. One in every six employed persons in Massachusetts works for a nonprofit. Women comprise almost 49% of the workforce in the state.¹ The Boston Club believes that the advancement of women to significant and visible leadership positions in all types of businesses will have lasting and meaningful impact on business performance and the economic health of our communities.

During the last 20 years, The Boston Club has placed over 200 women on nonprofit boards. This work has afforded us the opportunity to see at first hand the vital work of the nonprofits in Massachusetts, as well as the skilled, thoughtful, energetic, and compassionate women who lead some of these organizations and serve on their boards. There are many other women qualified and willing to serve. We will continue to promote the value they can bring to this significant sector of our economy, while we continue to track and publicize progress—or the lack thereof.

Please share this report with your colleagues and friends. If you serve on a nonprofit board or work in the nonprofit sector, we especially hope you will make this report widely available to board leaders who are responsible for the recruitment of board members and others who influence governance policies and practices.

The Nonprofit Board Committee of The Boston Club stands ready to assist nonprofit organizations to identify women to fill the particular needs of their organizations' boards. If we can help you, please do not hesitate to contact The Boston Club at **781-639-8002** or by email at info@thebostonclub.com.



Claire Muhm

Claire Muhm
President, The Boston Club



Beverly A. Brown

Beverly A. Brown
Chair, Nonprofit Board Committee



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Messages from Our Partners

SIMMONS



Helen Drinan
President, Simmons College

A Message from Simmons College

Simmons College is proud to once again be the research partner for *The 2015 Census of Women Directors and Chief Executives of Massachusetts' Largest Nonprofit Organizations* in collaboration with The Boston Club. For more than 100 years, Simmons College has provided women with a pathway to education, leadership, and success. We are proud not only to have helped with this research, but also to be included in the *Census* as an organization with more than 50% women on its board of directors, and with a woman chief executive.

As a nonprofit educational institution committed to the advancement of women, Simmons College applauds the organizations included in this report, noting that all of the top 150 nonprofits have at least one woman on their board of directors. This is a step in the right direction; however, more needs to be done and now is the time for the nonprofit sector to significantly increase its efforts given that the pipeline is full of educated, experienced, capable women.

It is my hope that this second *Census* report will be a call to action for nonprofit organizations to increase their efforts related to gender diversity. The Boston Club is committed to being a resource for this purpose, just as Simmons College will continue its focus on education and expertise in the development and success of women and girls.

All who serve in leading the robust nonprofit sector in Massachusetts are to be commended for their vital and essential work. I hope we all can increase our collective efforts to be leaders in gender diversity as well.



A Message from Mercer



Chris Caldon

New England Market Leader,
Mercer

Despite overwhelming evidence that engaged female talent is a key driver of competitive advantage, gender diversity in leadership remains a challenge. As the *Census* shows, in the two years since the review of Massachusetts' largest nonprofit organizations was last conducted, progress has been too slow.

At Mercer, we recognize that when women thrive, businesses win, and that it's time for tangible solutions, not just talk. It's time for organizations to think differently and holistically about their female talent. It's time for programs and policies that consider the career, health, and financial well-being of women across every phase of their professional journey, and when they do, organizations perform better. In November 2014, Mercer hosted its inaugural Gender Diversity Conference in Washington, DC, and released **When Women Thrive**. This groundbreaking research effort, conducted in collaboration with the EDGE Certified Foundation in 2014, was driven by increased requests to provide perspectives and insights on how organizations can optimize female talent and drive tangible business results. The study analyzed workforce data for nearly 1.7 million employees in 28 countries, including more than 680,000 women, and identifies innovative and holistic steps organizations can take to develop, deploy, and measure effective gender strategies. Mercer is excited to engage with other leading employers, academics, and thought leaders in this holistic conversation and to collectively explore dynamic new strategies for advancing women in the workplace—and as an organization, we are committed to realizing growth and change in this space for women and organizations worldwide.

We are proud to continue our long partnership with The Boston Club and Simmons College to offer *The 2015 Census of Women Directors and Chief Executives of Massachusetts' Largest Nonprofit Organizations*. We look forward to continuing the dialogue that supports women on their journey to leadership and educates and engages others to join us along the way.



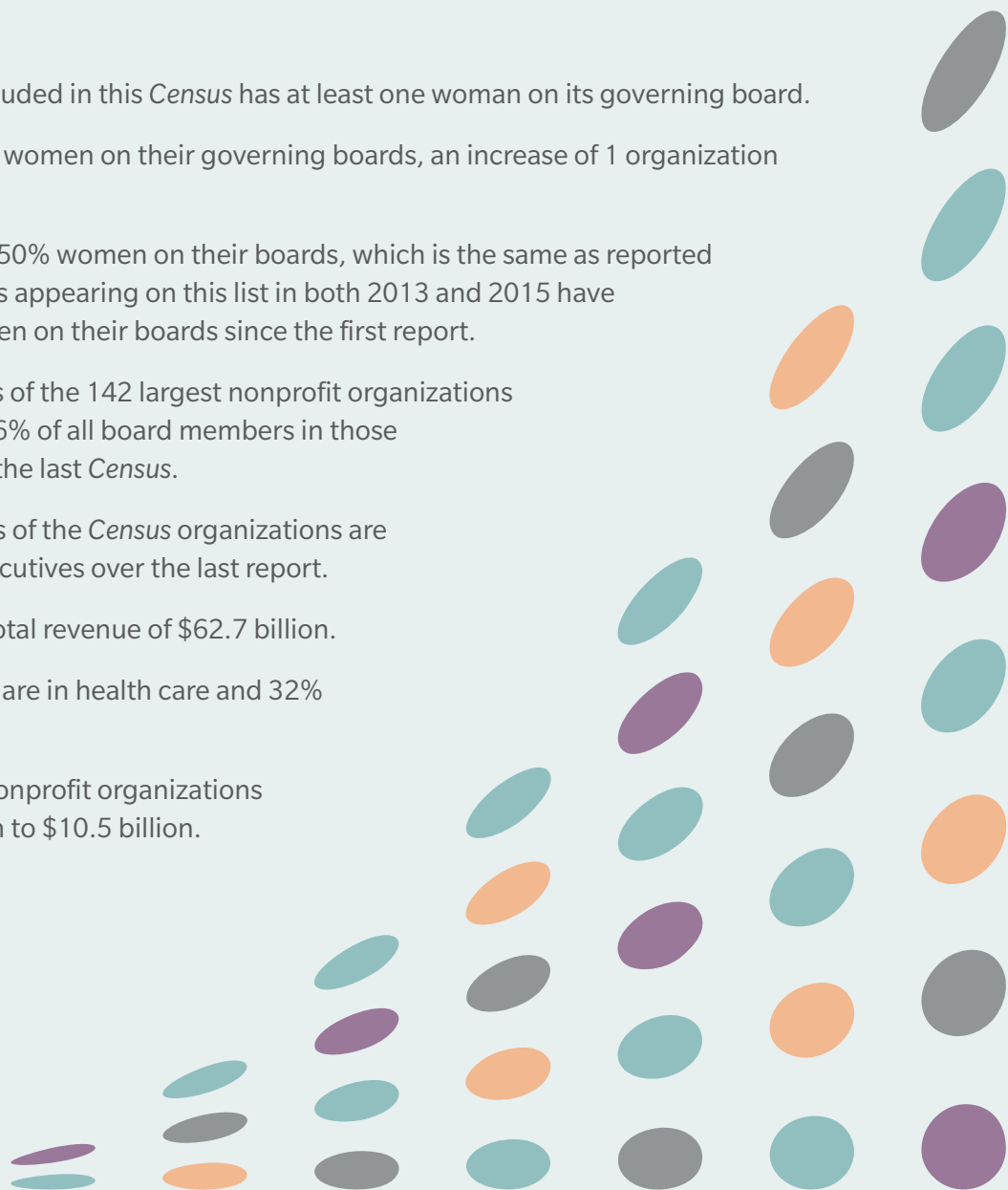
KEY FINDINGS

This report includes data about gender diversity on the boards of directors and in the most senior executive positions of the 150 largest nonprofits in Massachusetts, and provides comparisons to the benchmark data established in the first *Census* report published in 2013. The intervening two years have brought little change—and little progress in increasing gender diversity—to the boardrooms and executive suites of the largest organizations, while the significant economic impact of the nonprofit sector in Massachusetts continues. The percentage of women on the boards of the largest nonprofit organizations has increased by only 1% since our last report.

Thirteen organizations included in the 2013 *Census* are no longer listed. One of the organizations is now based in another state; one of the organizations filed for bankruptcy and was liquidated; and eleven of the organizations fell below the revenue levels of the 150 largest nonprofits in Massachusetts.

Key findings include:

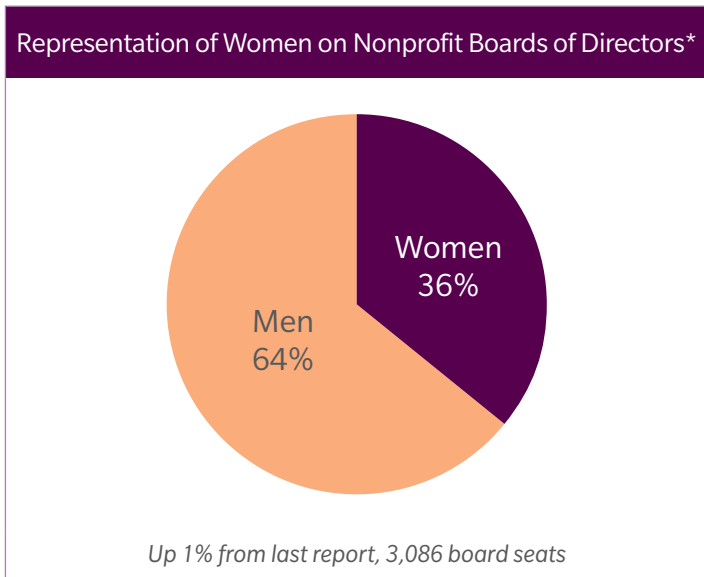
- > Each of the 150 organizations included in this *Census* has at least one woman on its governing board.
- > 125 organizations have 3 or more women on their governing boards, an increase of 1 organization over the last *Census*.
- > 21 organizations have more than 50% women on their boards, which is the same as reported in 2013. Eight of the organizations appearing on this list in both 2013 and 2015 have increased the percentage of women on their boards since the first report.
- > 1,099 women serve on the boards of the 142 largest nonprofit organizations in Massachusetts, representing 36% of all board members in those organizations; this is up 1% from the last *Census*.
- > 23%, or 34, of the chief executives of the *Census* organizations are women, an increase of 4 chief executives over the last report.
- > The largest 150 nonprofits have total revenue of \$62.7 billion.
- > 43% of the largest 150 nonprofits are in health care and 32% are in education.
- > The annual revenues of the 150 nonprofit organizations in 2012 ranged from \$64.5 million to \$10.5 billion.



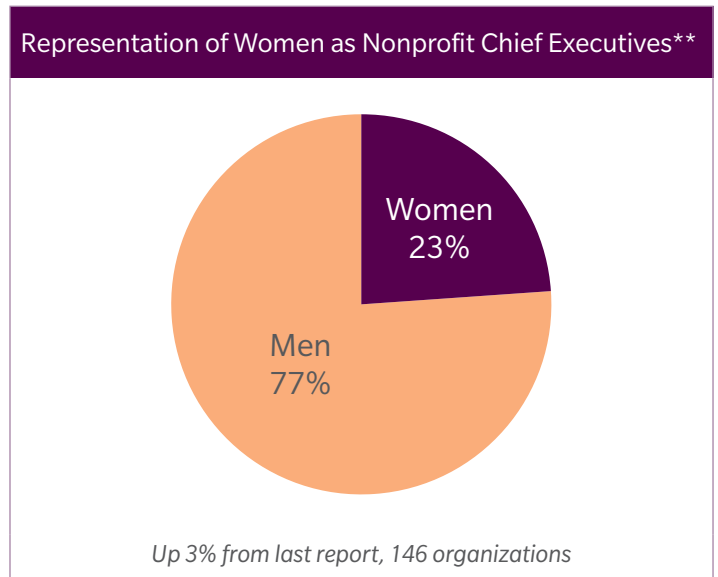
THE CENSUS RESULTS



Women hold 1,099, or 36%, of the 3,086 board seats of the 142 organizations which verified the gender of their directors. The chief executives of 34, or 23%, of these nonprofits are women. The revenues of the nonprofit organizations included ranged from \$64.5 million to \$10.5 billion. All organizations have at least one woman board member. 136 organizations have three or more women on their boards; 21 organizations have over 50%.



* Out of 142 verified organizations



** Out of 146 organizations, based on publically available information

“... demographic factors mean that decision-makers at Mount Auburn must understand and take into account women’s perspectives and needs. Having women at the most senior levels and on the board naturally brings women’s perspectives to the forefront.”

— Jeanette Clough, President and CEO, Mount Auburn Hospital

“There’s ample evidence that broader perspectives are better and more effective in decision-making.”

— Grace Keeney Fey, former Chair, Board of Directors, Museum of Fine Arts, Boston

THE CENSUS RESULTS

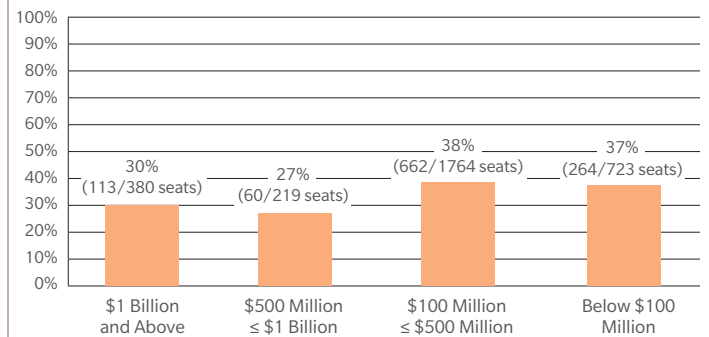
Nonprofit Organizations with 50% or More Women on Their Governing Boards

Organization	2012 Revenue	% of Women on Board
Trustees of Mount Holyoke College	\$170,951,355	91%
Trustees of Smith College	263,267,924	90%
Simmons College	149,040,949	82%
Wellesley College	273,584,723	80%
Wheaton College	103,112,408	71%
Emmanuel College	84,888,511	71%
East Boston Neighborhood Health Center	94,034,137	69%
Center for Human Development, Inc.	65,358,458	69%
Stavros Center for Independent Living, Inc.	168,020,939	67%
Pathfinder International	101,364,045	63%
Community Day Care Center of Lawrence, Inc.	66,654,270	62%
Community Teamwork, Inc.	78,185,396	59%
Lesley University	121,250,855	58%
Justice Resource Institute, Inc.	101,912,535	57%
Brooksby Village, Inc.	70,535,413	56%
Management Sciences for Health, Inc.	296,822,669	54%
Massachusetts College of Pharmacy and Allied Health Sciences	189,681,858	53%*
Somerville Hospital	132,239,204	53%
Endicott College	107,777,810	53%
Cambridge Health Alliance Physicians Organization, Inc.	107,435,225	53%
Whidden Memorial Hospital, Inc.	79,546,002	53%

* Unverified by named organization

Women hold an average of 36% of the board seats in the Census organizations; however, a significant number of them serve on boards of organizations in the bottom half of the list, when sorted by total annual revenue. Of the organizations with revenues between \$100 million and \$500 million, women hold 662, or 38% of the seats. For organizations with revenues of less than \$100 million, women hold 264, or 37% percent of the seats.

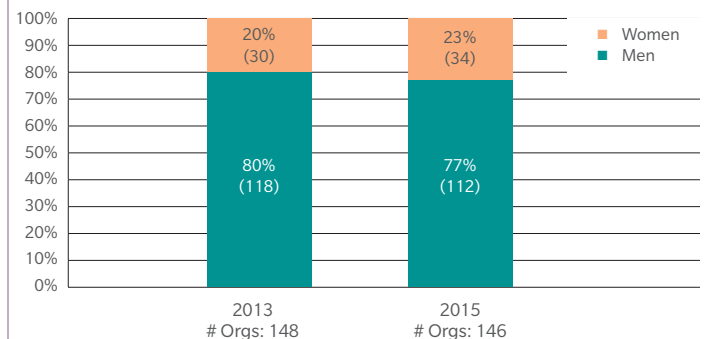
Number and Percent of Women on Nonprofit Governing Boards (Avg Board Size: 22, Avg % women: 36%, # seats: 3,086)



Based on 142 verified organizations

Women hold the most senior executive position in 34, or 23%, of the Census organizations. Four of the women lead organizations with annual revenues in excess of \$1 billion. Just over half of the women, 18 of them, lead organizations found in the top 50% of the organizations when listed by revenue.

Women Chief Executives of Nonprofits



Based on publically available information for 146 organizations



Women Chief Executives in Massachusetts' Largest Nonprofit Organizations

Organization Name	2012 Revenue	Chief Executive
President and Fellows of Harvard College	\$4,054,499,482	Drew Gilpin Faust
Children's Hospital Corporation	1,378,467,631	Sandra L. Fenwick
Boston Medical Center Health Plan, Inc.	1,200,185,956	Susan Coakley
Boston Medical Center Corporation	1,022,266,039	Kate Walsh
Lahey Hospital & Medical Center	802,970,496	Joanne Conroy, MD
Amherst College Trustees	325,110,846	Carolyn A. "Biddy" Martin
Mount Auburn Hospital	319,680,260	Jeanette G. Clough
Woods Hole Oceanographic Institution	285,218,896	Susan K. Avery
Wellesley College	273,584,723	H. Kim Bottomly
Trustees of Smith College	263,267,924	Kathleen McCartney
Lahey Clinic, Inc.	250,324,014	Joanne Conroy, MD
Worcester Polytechnic Institute	243,185,539	Laurie Leshin
Bentley University	241,936,642	Gloria Cordes Larson, Esq
New England Baptist Hospital	216,769,434	Trish Hannon, FACHE
Babson College	207,685,483	Dr. Kerry Healey
Lawrence General Hospital	201,658,297	Dianne J. Anderson
Emerson Hospital	183,725,714	Christine Schuster, RN, MBA
Trustees of Mount Holyoke College	170,951,355	Lynn Pasquerella
Cooley Dickinson Hospital	167,877,612	Joanne Marqusee
Springfield College	161,181,350	Mary-Beth A. Cooper, DM, PhD
Simmons College	149,040,949	Helen Drinan
Dedham Medical Associates, Inc.	122,705,775	Roberta Zysman
Wentworth Institute of Technology	120,821,196	Dr. Zorica Pantić
Anna Jaques Hospital	115,821,736	Delia O'Connor, FACHE
May Institute, Inc.	107,920,617	Lauren C. Solotar, PhD, ABPP
Pathfinder International	101,364,045	Purnima Mane
Partners in Health A Nonprofit Corporation	95,913,543	Ophelia Dahl
Emmanuel College	84,888,511	Sister Janet Eisner, SND
Community Teamwork, Inc.	78,185,396	Karen N. Frederick
Trustees of Deerfield Academy	75,490,339	Margarita Curtis
Eliot Community Human Services, Inc.	74,208,265	Kate Markarian
Brooksby Village, Inc.	70,535,413	Helen Lanagan
Community Day Care Center of Lawrence, Inc.	66,654,270	Sheila Balboni
The Greater Boston Food Bank	66,223,881	Catherine D'Amato

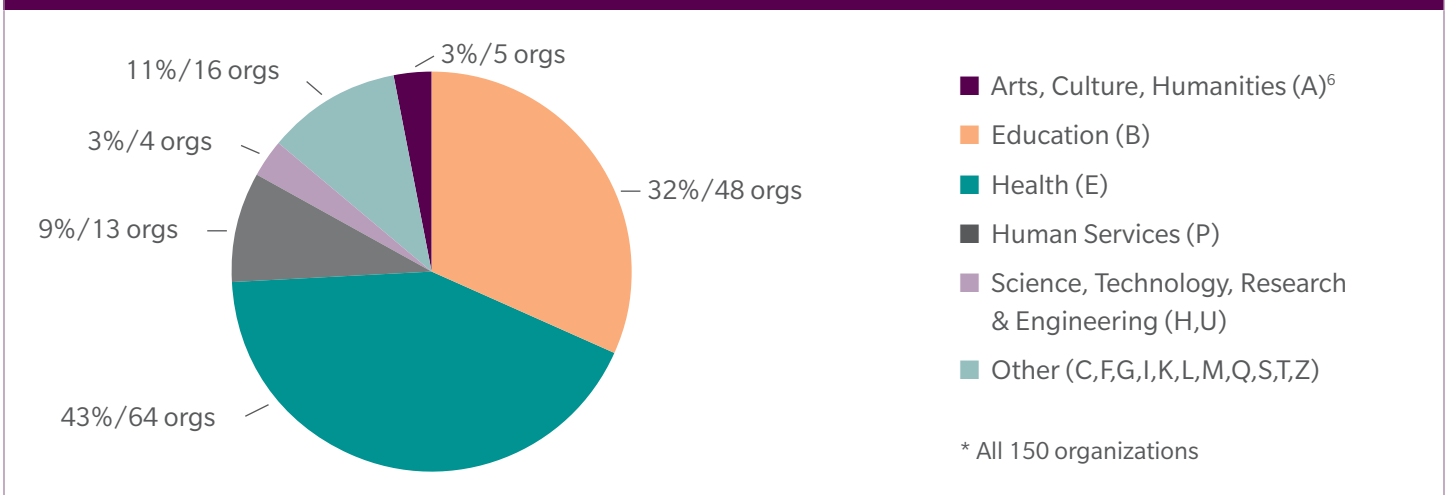
THE NONPROFIT SECTOR IN THE USA AND MASSACHUSETTS

In 2012, approximately 1.5 million organizations in the United States were registered with the Internal Revenue Service (IRS) as nonprofit organizations, which means they hold tax exempt status. While the registered organizations encompass a wide range of types of businesses, 979,901, or 65%, were classified as public charities, also known as 501(c)³ organizations. There are more than 30 types of nonprofit organizations defined by IRS code 501(c)³; however, public charities are by far the most numerous, representing nearly two-thirds of all registered nonprofits. Those Massachusetts-based nonprofit organizations that qualify under 501(c)³ and are defined as public charities are the subject of this *Census*.

Across the United States, public charities' revenue constitutes nearly three-quarters of all nonprofit sector results, reporting \$1.65 trillion in revenue and \$2.99 trillion in assets in 2012.² According to the Bureau of Labor Statistics, in 2014 nonprofit organizations accounted for 11.4 million jobs in the US, representing 10.3% of the labor force. The nonprofit workforce remains the third largest of all industries behind retail trade and manufacturing.³

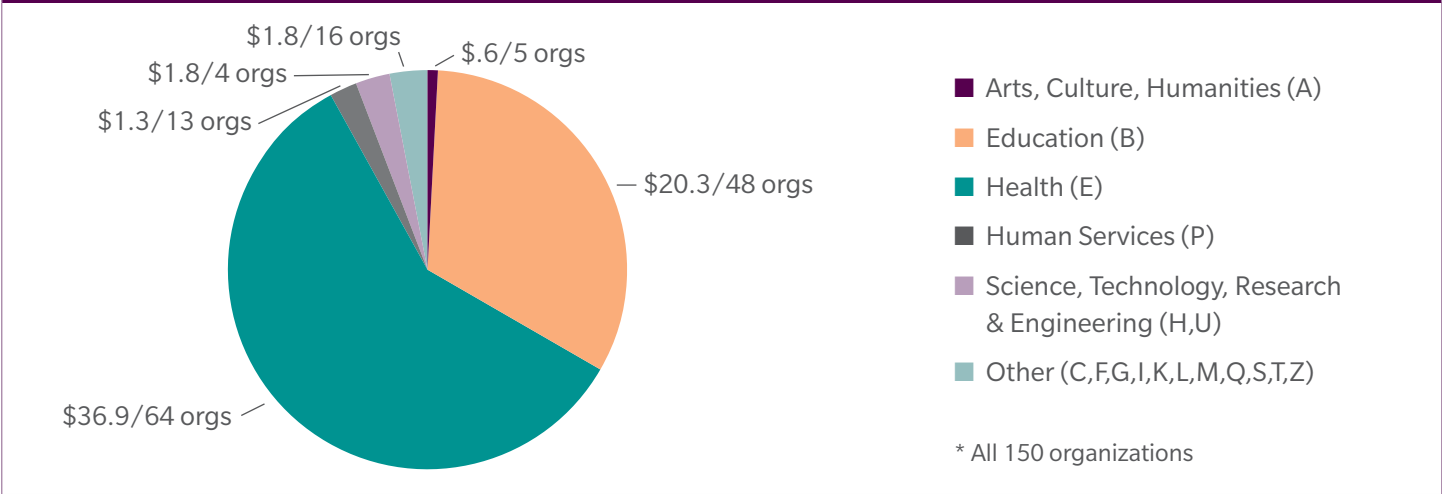
There are 33,943 nonprofits in Massachusetts, of which 26,475 are public charities.⁴ The industry sectors of health and education dominate the Massachusetts nonprofit organizations profiled in this *Census*, with 64 organizations in health care and 49 in education. These organizations, with revenues totaling \$36.9 billion in health care and \$20.3 billion in education, wield major economic power. Nonprofit employment by sector is approximately 57% in health care services, 15% in education, 13% in social services, 3% in arts and culture, and 12% in other categories. One in every six employed people in the state works for a nonprofit organization.⁵

Largest Nonprofits in Massachusetts by Sector*





Largest Nonprofits in Massachusetts by Sector and Revenue (in billions)*



“The mission of City Year has *always* been about diversity. From the beginning, the goal has been that the corps members, board, and staff represent the diversity of the communities in which the City Year volunteers would be serving.”

— Ilene Jacobs, Vice Chair of the Board, Chair of the Finance Committee, City Year, Inc.

Gender Diversity Based on Sector

Sector	# of Orgs*	2012 Sector Revenues*	Avg Board Size**	% of Women on Boards**	% of Women Chief Executives**	Sector Representation in Census*
Arts, Culture, Humanities (A)	5	\$647,778,544	28	36%	0%	3%
Education (B)	48	\$20,315,435,556	29	37%	30%	32%
Health (E)	64	\$36,930,418,657	19	32%	22%	43%
Human Services (P)	13	\$1,299,377,220	32	50%	33%	9%
Other (C,F,G,H,I,K,L,M,Q,S,T,U,Z,N/A)	20	\$3,593,476,035	17	35%	16%	13%

* Data derived from all 150 organizations

** Data derived from 142 verified organizations

MOUNT AUBURN HOSPITAL: GENDER DIVERSITY IN HEALTH CARE



Jeanette Clough
*President and CEO,
Mount Auburn Hospital*

Mount Auburn Hospital, a Harvard Medical School affiliate, located in Cambridge, provides comprehensive inpatient, outpatient, and emergency services in all clinical specialties with centers of excellence in women's services, cardiac care, and cancer care, among others. It is 35th on the list of the 150 largest nonprofit institutions included in this *Census*, with \$319.7 million in 2012 revenues. There are currently 5 women on Mount Auburn's 24-person board of directors, or 21%, including the hospital's President and CEO, Jeanette Clough.

Gender diversity on the board and the executive team plays a critical role in fulfilling Mount Auburn's mission and doing so successfully. President and CEO Jeanette Clough tells us how:

"Women comprise 65% of Mount Auburn's workforce. Women are also the key decision-makers for healthcare issues in most families. Additionally, women comprise a large majority of the hospital's fastest growing cohort population, 80- to 100-year-old patients. Mount Auburn providers also take care of many pregnant women and new mothers. These demographic factors mean that decision-makers at Mount Auburn must understand and take into account women's perspectives and needs. Having women at the most senior levels and on the board naturally brings women's perspectives to the forefront.

"We have a reason to bring women onto the Board. They understand the experiences and needs of a significant representation of the population we deal with.

"Women on Mount Auburn's board speak from, and for, the perspective of family expectations and obligations. No matter how advanced we think we are or will become, childcare and other family responsibilities often fall to women. We need people with the family perspective to raise issues that affect employee satisfaction and that concern work/life balance.

"Women come to the table as sisters, mothers, partners, grandmothers, and aunts. They are well versed in representing women's concerns, including socioeconomic struggles, their body and image issues, and work/life balance concerns. In healthcare, it is important that we consider these matters, and without women at the table we might miss or underplay important considerations that apply to women's health. Women executives and board members also bring different life experiences that may influence our decisions and benefit the hospital. For example, the women on our board are interested in patient satisfaction and service. They speak up more about these issues.

"When partnerships or business deals are on the table, the relationship perspective comes up often because women are in the room. You can have a partnership that looks good on paper, but what makes the real difference is the human side. Women often ask questions beyond the numbers, and that contributes in a substantive way to the quality of the Board's decisions."



How Mount Auburn Achieves Gender Balance

“Mount Auburn looks for the best people to join the board based on expertise, skills, success, and connection with the community. The initial screen is not related specifically to gender. Women candidates are coming forward more naturally because there are more women in the leadership pipeline. As women have had opportunities, they’ve had the chance to achieve and succeed, thus gaining experiences that will serve them well as board members. As a result, there are more qualified women candidates to consider for the board at Mount Auburn and other health-care institutions.

“Health care is well beyond breaking the ceiling.

“Fifty percent of Mount Auburn’s medical residents and interns are women. This wasn’t true 20 years ago. Leadership within Mount Auburn has also changed. All of this was made possible because of decisions made by prior boards that took into account the needs of a workforce and students with a majority of women. Prior to these changes, it wasn’t possible to have women engaged in demanding leadership roles. Now it is, because the hospital allows for more balance and flexibility including more liberal benefits and policies.”

Women on Boards are Often Undervalued and Underutilized

“Everyone is very concerned about having women on boards, but women are not always given leadership roles. Sometimes they’re on the board to meet a diversity requirement. When this is the case, their voices may not be equally heard or valued.

“The era of limited women role models is over. We need to encourage women from diverse groups to serve. We need to do a better job of welcoming women of diverse cultures and backgrounds to serve on boards.

“The experience of women on boards and the boards’ experiences with women vary based on the specific organization’s culture. When the board members don’t engage these women fully, the organization loses out on their full ability to contribute.”

Jeanette Clough is the first registered nurse to serve as CEO of a Harvard Medical School affiliated teaching hospital. She led a successful turnaround at Mount Auburn, which was struggling financially when she assumed leadership in 1998. Ms. Clough led the change effort through a transparent, collaborative approach that focused first and foremost on patient care excellence. She built trust and credibility with key constituents: the trustees, medical staff, and employees. In her first year, Mount Auburn’s losses were reduced by half. In 2000, the hospital broke even. By 2003, she led the hospital to a \$7 million profit.

ADDITIONAL COMMENTS FROM THE NONPROFIT SECTOR

Tracking, analyzing, and understanding data can identify progress and the gaps in our efforts to achieve greater gender balance on boards and executive teams. Listening to the women and men who lead the largest nonprofits can provide insights into the challenges faced in various types of organizations, as well as highlighting the accomplishments. We interviewed three leaders in health care, education, the arts, and social services and have shared their comments throughout this report—here's more:

“Last year, we had the best year we’ve ever had—membership, attendance, surplus budget, and the endowment hit a new high. We have diverse committees. We have really strong women and they have an impact. I think it’s the balance that allows us to do as well as we have.”

“In terms of the MFA Board, the women bring a different voice, especially in terms of how they view different aspects of board life. Women are more inclusive, more sensitive in some ways, more passionate about the art. They show it more than the men. Quite frankly, they are better team players.”

“I find the women to be tougher than the men from a governance standpoint and it doesn’t matter that they’re one of 42 voices.”

— Grace Keeney Fey, former Chair, Board of Directors, Museum of Fine Arts, Boston

“Conversations are different [on a board with women]. As soon as a single woman is introduced to a board, the conversation changes. This dialogue makes a difference in governance decision-making. Women bring different viewpoints, life experiences, and priorities to consider.”

“Women board members are attuned to the culture of an organization and can be effective mentors.”

“It should be the Governance Committee’s responsibility, or that of the Personnel Committee or Executive Compensation Committee, to report periodically to the Board about the diversity of the Board and staff. This is a ‘balance sheet’ issue and as important as reviewing the financial statements of the organization.”

— Ilene Jacobs, Vice Chair of the Board, Chair of the Finance Committee, City Year, Inc.

CONCLUSION: STABILITY IS NOT PROGRESS



In The Boston Club's first *Census of Women Directors and Chief Executives of Massachusetts' Largest Nonprofit Organizations*, published in 2013, we noted that while the number and percentage of women serving on nonprofit boards in Massachusetts exceeded those in for-profit corporations, they still did not reach parity. Two years later, little has changed.

The percentage of women holding seats on the 150 largest nonprofit boards has only incrementally changed, going from 35% to 36%. Further, while the percentage has slightly increased, the actual number of women holding board seats has declined. Only 21 organizations, or 14%, have boards with 50% women directors, unchanged from the first *Census*.

There are four more women leading major nonprofits now, bringing the total to 34, but that represents only 23% of the total number. Fourteen of the 150 nonprofits in this *Census* have annual revenues in excess of \$1 billion; four of those organizations are led by women, proving that organizational size, scope, and complexity need not be obstacles to women achieving senior leadership positions.

Total revenues for the 150 largest nonprofits increased from \$59 billion in the last report to \$62.7 billion. As a force in the economy of Massachusetts, the nonprofit sector continues to play a major role in innovation and employment. But stability in gender diversity is not progress, and we continue to urge chief executives, nominating committee chairs, and boards of nonprofits to avail themselves of the skills and experience available in the untapped pool of qualified women candidates for board seats and senior executive positions.

We will continue to monitor the growth and gender diversity of the nonprofit sector in future reports. We hope to see the energy and talents of women reflected more greatly in future growth in this sector, as well as in increased numbers in the boardroom and the executive suite.

APPENDIX

2012 Revenue Ranking	Organization Name	NTEE Code	2012 Revenue	% of Women on Board	Number of Women on Board	Total Seats on Board
1	Partners Healthcare System, Inc. (Subordinate Organization)	E21	\$10,452,560,305	29%	5	17
2	President and Fellows of Harvard College	B50	4,054,499,482	38%	5	13
3	Massachusetts Institute of Technology	B43	3,355,435,000	30%	23	76
4	UMass Memorial Health Care, Inc. (Subordinate Organization)	E21	2,613,397,252	26%	5	19
5	Harvard Pilgrim Health Care, Inc.	E31	2,045,648,393	45%	5	11
6	Trustees of Boston University	B43	1,963,904,611	22%	9	41
7	Beth Israel Deaconess Medical Center, Inc.	E22	1,406,916,171	25%	6	24
8	Children's Hospital Corporation dba Children's Hospital Boston	E24	1,378,467,631	29%	6	21
9	Harvard Vanguard Medical Associates, Inc.	E03	1,307,917,173	33%	5	15
10	Boston Medical Center Health Plan, Inc.	E11	1,200,185,956	40%	4	10
11	Northeastern University	B40	1,164,078,053	24%	8	34
12	Fallon Community Health Plan, Inc.	E80	1,120,807,352	27%	3	11
13	Boston Medical Center Corporation	E20	1,022,266,039	40%	12	30
14	Dana-Farber Cancer Institute, Inc.	E20	1,021,271,591	29%	17	58
15	Baystate Medical Center, Inc.	E22	953,248,869	18%	4	22
16	Boston College Trustees	B43	888,689,401	28%	15	53
17	Harvard Management Private Equity Corporation	B11	840,884,003	N/A	N/A	N/A
18	Tufts University	B43	805,863,799	36%	14	39
19	Lahey Hospital & Medical Center	E31	802,970,496	27%	6	22
20	Partners Healthcare System, Inc. (Parent Organization)	E21	760,631,585	29%	5	17
21	Cape Cod Healthcare, Inc.	E21	728,471,033	18%	3	17
22	Tufts Medical Center Parent, Inc.	H99	717,528,290	25%	5	20
23	Southcoast Hospitals Group, Inc.	E20	704,394,288	24%	4	17
24	Harvard Private Capital Holdings, Inc.	B02	546,075,236	N/A	N/A	N/A
25	Charles Stark Draper Laboratory, Inc.	U40	527,668,312	33%	4	12
26	South Shore Hospital, Inc.	E22	456,416,084	27%	3	11
27	Harvard Medical Faculty Phys at Beth Israel Deaconess Med Ctr, Inc.	E30	412,197,178	17%	4	23
28	Berkshire Medical Center, Inc.	E22	367,050,413	42%	10	24
29	Brandeis University	B43	363,951,591	26%	10	39
30	Lowell General Hospital	E22	325,701,009	19%	3	16
31	Faculty Practice Foundation, Inc.	E31	325,655,688	27%	4	15
32	Amherst College Trustees	B42	325,110,846	33%	7	21
33	Northeast Hospital Corporation	E22	324,143,827	13%	2	15
34	Suffolk University	B50	320,641,483	29%	9	31
35	Mount Auburn Hospital	E22	319,680,260	21%	5	24
36	Winchester Healthcare Management, Inc.	E21	300,074,775	25%	6	24
37	Management Sciences For Health, Inc.	E70	296,822,669	54%	7	13
38	Reliant Medical Group, Inc.	E99	296,662,680	19%	3	16
39	Hallmark Health System, Inc.	E22	295,432,923	20%	3	15
40	Woods Hole Oceanographic Institution	U20	285,218,896	28%	8	29
41	Broad Institute, Inc.	H20	284,343,280	21%	3	14
42	Wellesley College	B42	273,584,723	80%	24	30
43	Trustees of Smith College	B40	263,267,924	90%	28	31
44	Cerebral Palsy of Massachusetts, Inc.	G20	258,844,323	N/A	N/A	N/A
45	Williams College	B42	257,286,013	45%	10	22
46	Lahey Clinic, Inc.	E24	250,324,014	27%	6	22
47	Worcester Polytechnic Institute	B43	243,185,539	28%	8	29
48	Bentley University	B50	241,936,642	23%	6	26



2012 Revenue Ranking	Organization Name	NTEE Code	2012 Revenue	% of Women on Board	Number of Women on Board	Total Seats on Board
49	American Student Assistance (Massachusetts Higher Education Assistance Corporation)	B40	238,064,824	27%	3	11
50	Mercy Hospital, Inc.	E22	236,226,638	47%	9	19
51	Phemus Corporation	B11	235,538,852	N/A	N/A	N/A
52	Combined Jewish Philanthropies of Greater Boston, Inc.	T19	229,066,587	48%	19	40
53	Berklee College of Music, Inc.	B42	227,187,699	21%	8	38
54	Commonwealth Care Alliance, Inc.	E31	225,650,140	31%	4	13
55	Brockton Hospital, Inc.	E22	223,483,256	22%	4	18
56	Baystate Medical Practices, Inc.	E19	220,627,492	32%	7	22
57	Tufts Medical Center Physicians Organization Inc.	E30	217,910,246	7%	1	14
58	College of The Holy Cross	B42	217,426,666	32%	12	38
59	New England Baptist Hospital	E22	216,769,434	27%	4	15
60	Children's Hospital Pediatric Associates, Inc.	E31	214,324,890	43%	9	21
61	Milford Regional Medical Center, Inc.	E22	212,591,198	33%	4	12
62	Babson College	B40	207,685,483	15%	6	39
63	Lawrence General Hospital	E22	201,658,297	39%	7	18
64	Massachusetts Eye and Ear Infirmary	E24	200,212,167	30%	6	20
65	Beth Israel Deaconess Hospital Plymouth, Inc.	E22	199,393,901	27%	4	15
66	UMass Memorial Health Care Inc. (Parent Organization)	E11	194,893,200	26%	5	19
67	Education Development Center, Inc.	B90	194,476,464	46%	6	13
68	Massachusetts College of Pharmacy and Allied Health Sciences	B40	189,681,858	N/A	N/A	N/A
69	Elderhostel, Inc.	B60	184,056,524	41%	7	17
70	Emerson Hospital	E22	183,725,714	26%	5	19
71	Emerson College	B42	177,302,601	26%	6	23
72	Sturdy Memorial Hospital, Inc.	E22	172,875,065	32%	6	19
73	Trustees of Mount Holyoke College	B42	170,951,355	91%	29	32
74	Harvard Business School Publishing Corporation	A33	170,325,296	15%	2	13
75	Stavros Center for Independent Living, Inc.	P80	168,020,939	67%	6	9
76	Cooley Dickinson Hospital, Inc.	E22	167,877,612	29%	7	24
77	Springfield College	B43	161,181,350	27%	4	15
78	JSI Research & Training Institute, Inc.	E70	154,844,888	33%	4	12
79	Museum of Fine Arts	A51	152,013,278	44%	19	43
80	Action For Boston Community Development	P28	151,641,877	69%	33	48
81	Clark University	B43	150,351,915	32%	10	31
82	Simmons College	B43	149,040,949	82%	23	28
83	ISO New England, Inc.	C35	148,848,236	30%	3	10
84	WGBH Educational Foundation	A30	145,723,999	39%	11	28
85	Brighton Marine Health Center, Inc.	E22	145,063,500	N/A	N/A	N/A
86	Seven Hills Foundation, Inc.	P82	143,942,015	N/A	N/A	N/A
87	Harvard Management Company, Inc.	B02	139,255,343	23%	3	13
88	Trustees of Phillips Academy	B25	136,516,115	31%	5	16
89	Somerville Hospital	E20	132,239,204	53%	10	19
90	South Shore Medical Center	E30	132,149,390	33%	2	6
91	Holyoke Medical Center, Inc.	E22	129,094,568	28%	5	18
92	Western New England University	B43	127,518,704	29%	11	38
93	Hebrew Rehabilitation Center	E91	124,090,889	44%	7	16
94	Metropolitan Boston Housing Partnership, Inc.	L21	123,373,298	47%	9	19
95	Dedham Medical Associates, Inc.	E30	122,705,775	33%	5	15
96	Stonehill College, Inc.	B42	121,966,396	26%	9	35

APPENDIX

2012 Revenue Ranking	Organization Name	NTEE Code	2012 Revenue	% of Women on Board	Number of Women on Board	Total Seats on Board
97	Lesley University	B43	121,250,855	58%	18	31
98	Wentworth Institute of Technology	B43	120,821,196	16%	4	25
99	Harrington Memorial Hospital, Inc.	E22	117,676,908	15%	2	13
100	Conservation Services Grp	C35	117,285,098	30%	3	10
101	Northeast Arc, Inc.	P82	116,785,172	28%	5	18
102	Anna Jaques Hospital	E22	115,821,736	45%	10	22
103	Harvard Private Capital Realty, Inc.	B11	113,114,205	N/A	N/A	N/A
104	May Institute, Inc.	P82	107,920,617	33%	4	12
105	Endicott College	B40	107,777,810	53%	16	30
106	Cambridge Health Alliance Physicians Organization, Inc.	E31	107,435,225	53%	10	19
107	Henry Heywood Memorial Hospital	E22	106,338,925	30%	6	20
108	Assumption College	B42	103,320,135	22%	7	32
109	Vinfen Corporation	P82	103,126,815	17%	1	6
110	Wheaton College	B42	103,112,408	71%	22	31
111	Southboro Medical Group, Inc.	E30	102,442,258	19%	3	16
112	Justice Resource Institute, Inc.	I40	101,912,535	57%	8	14
113	Pathfinder International	E40	101,364,045	63%	15	24
114	Curry College	B42	97,813,185	17%	3	18
115	Merrimack College	B42	97,635,901	19%	5	27
116	Boston Symphony Orchestra, Inc.	A69	97,219,404	34%	12	35
117	Partners In Health	E21	95,913,543	44%	22	50
118	Joslin Diabetes Center, Inc.	G80	94,239,533	23%	3	13
119	Massachusetts Eye and Ear Associates Incorporated	E30	94,148,680	29%	2	7
120	East Boston Neighborhood Health Center Corp	E32	94,034,137	69%	9	13
121	CHMC Anesthesia Foundation, Inc.	G90	93,229,323	27%	3	11
122	Baystate Administrative Services, Inc.	E21	92,624,612	43%	3	7
123	City Year, Inc.	Z99	91,826,129	35%	11	31
124	Clinton Health Access Initiative, Inc.	Q02	88,695,247	27%	3	11
125	Emmanuel College	B43	84,888,511	71%	17	24
126	Hampshire College Trustees	B42	84,118,743	43%	12	28
127	Peabody Essex Museum, Inc.	A51	82,496,567	32%	7	22
128	YMCA of Greater Boston	P20	81,774,857	35%	14	40
129	The Community Builders, Inc.	L21	81,071,790	38%	3	8
130	Baystate Franklin Medical Center	E22	80,937,486	18%	4	22
131	Whidden Memorial Hospital, Inc.	E21	79,546,002	53%	10	19
132	Community Teamwork, Inc.	P99	78,185,396	59%	13	22
133	Beth Israel Deaconess Hospital Milton, Inc.	E22	77,964,783	20%	4	20
134	Southcoast Physicians Group, Inc.	E22	76,543,158	24%	4	17
135	Trustees of Deerfield Academy	B25	75,490,339	32%	9	28
136	Bay Cove Human Services, Inc.	P80	75,110,813	36%	9	25
137	Eliot Community Human Services, Inc.	P20	74,208,265	42%	5	12
138	The Boston Foundation, Inc.	S99	73,912,113	37%	7	19
139	Gordon College	B42	71,372,701	32%	9	28
140	Northeast Behavioral Health Corporation (Lahey Health Behavioral Services)	F20	70,636,924	33%	3	9
141	Brooksby Village, Inc.	L22	70,535,413	56%	5	9
142	Granite Medical Group, Inc.	E31	69,904,041	33%	5	15
143	American International College	B43	69,185,950	18%	4	22
144	National Fire Protection Association	M03	69,016,827	16%	3	19



2012 Revenue Ranking	Organization Name	NTEE Code	2012 Revenue	% of Women on Board	Number of Women on Board	Total Seats on Board
145	Community Day Care Center of Lawrence, Inc.	P33	66,654,270	62%	8	13
146	Element Care, Inc.	P81	66,647,726	25%	2	8
147	The Greater Boston Food Bank, Inc.	K31	66,223,881	41%	7	17
148	Center For Human Development, Inc.	P46	65,358,458	69%	11	16
149	Lasell College	B42	64,468,527	43%	10	23
150	Whitehead Institute for Biomedical Research	B43	64,467,646	20%	3	15

The Boston Club's Nonprofit Board Committee

The Boston Club's Nonprofit Board Committee (NPBC) promotes and supports women to membership on nonprofit boards. We match qualified women with nonprofits looking for board members. Our search managers work closely with nonprofits throughout the candidate matching process. The NPBC also presents two board education events annually, providing training for women interested in board service, as well as the latest information on regulations and trends in governance for board members and nonprofit executives. The Boston Club's signature Community Salute, organized by the NPBC, recognizes and honors the extraordinary contributions made to our communities by the volunteer work of women in nonprofits, and brings nationally recognized nonprofit leaders to share experiences with regional nonprofit leaders. And beginning in 2012, a subcommittee of the NPBC began work on The Boston Club's first *Census of Women Directors and Chief Executives of Massachusetts' Largest Nonprofit Organizations*, which will be published every two years.

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Profiles

Our 2015 *Census* is richer thanks to the time and thoughtfulness afforded our interviews by the following:



Jeanette Clough has been President and CEO of Mount Auburn Hospital since 1998. Previously, she served as President and CEO of Deaconess Waltham Hospital, COO of WalWest Health Systems, Inc., and VP of Patient Care at Waltham Weston Hospital & Medical Center. She began her career as a staff nurse and clinical nurse specialist at Massachusetts General Hospital. She holds an MS from Boston College and a Masters' Degree in Health Administration from Suffolk University, and was awarded an Honorary Doctorate in Business Administration from the Sawyer Business School at Suffolk University in 2011.



Grace Keeney Fey, CFA, is the former Chair of the Board of Directors of the Museum of Fine Arts, Boston. She was Executive Vice President and Director at Frontier Capital Management Co. LLC, and was a partner in the \$7 billion investment firm for 20 years. She currently serves as a trustee of John Hancock Financial Services and as a director of Fiduciary Trust Company. She formerly served on the Boards of Tucker Anthony Sutro and Bioject Medical Technologies.



Ilene B. Jacobs is Vice Chair of the Board and Chair of the Finance Committee of City Year, Inc. She retired in 2002 as executive vice president, human resources, of FMR Corporation, the holding company of Fidelity Investments, the nation's largest mutual fund company and a leading brokerage firm. In addition to the board of City Year, she currently serves on the Board of Trustees of the Celebrity Series of Boston.



Methodology

Annual revenue is the primary criterion for inclusion in the list of the largest 150 nonprofit organizations included in *The 2015 Census of Women Directors and Chief Executives in Massachusetts' Largest Nonprofit Organizations*. Annual revenue data were obtained from Line 12 on Internal Revenue Service Form 990 reported by 501(c)3 nonprofit organizations in Massachusetts. Due to varying reporting cycles, the most recent year with the most comprehensive information was 2012. Forms 990 were obtained from the website GuideStar as of September 3, 2014. Organizations which had not yet posted 2012 Form 990 on GuideStar by that date are not included in the *Census*.

Information on members of 142 boards and 146 of the chief executive officers of the 150 largest nonprofits as of September 3, 2014 is included in this *Census*. Information on board members and chief executives was obtained from the organizations' websites or other publicly available sources. Information on names and gender of board members was not publicly available for 8 of the top 150 organizations; information on names and gender of chief executives was not publicly available for 4 of these 8 organizations.

In order to verify publicly available information on the gender and names of board members and chief executives, the research team sent a summary of the data collected to the identified organizations for confirmation, correction, and updating so that the data reflected the names and gender of board members and chief executives as of September 3, 2014. There were three attempts to verify the data. 95% percent of the organizations responded to the request, providing verification and/or corrections. The complete list of 150 organizations is based upon revenue data. The listings of percentage of women board members of the top 150 is based upon verified gender data for 142 organizations. The listings of percentage of women CEOs of the top 150 is based upon verified gender data for 142 organizations, and publicly available information for an additional 4 organizations.

Endnotes

1. Massachusetts Division of Unemployment Assistance; personal communication with Rena Kottcamp, Director of Research, February 26, 2015. www.detma.org/LMI/dataprogram.htm
2. Urban Institute, *Nonprofit Sector in Brief* 2014
3. United States Department of Labor, Bureau of Labor Statistics, 2014, www.biz.gov
4. Massachusetts Nonprofit Network, www.massnonprofit.net.org
5. Massachusetts Nonprofit Network, www.massnonprofit.net.org
6. NTEE Classification Codes The National Center for Charitable Statistics (NCCS), a program of the Center on Nonprofits and Philanthropy at the Urban Institute has created the National Taxonomy of Exempt Entities (NTEE) as a method of dividing nonprofit organizations into 26 major groups under 10 broad categories. Those categories have been used in this *Census*. The categories are based upon the purposes, activities, and programs of the nonprofit organizations and are similar to the industry classification codes used to group for-profit companies. The 10 broad categories of the NTEE include:
 - Arts, Culture, and Humanities
 - Education
 - Environment and Animals
 - Health
 - Human Services
 - International, Foreign Affairs
 - Public, Societal Benefit
 - Religion Related
 - Mutual/Membership Benefit
 - Unknown/Unclassified

