

# OPPORTUNITIES ABOUND INTENTIONALITY NEEDED

**The 2019 *Census*** of Women Directors  
and Chief Executives of Massachusetts' Largest  
Nonprofit Organizations



**The Boston Club** is a community of 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 connect and enrich women leaders from a diverse set of backgrounds and experiences. We 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.

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# KEY FINDINGS



This is the fourth biennial *Census of Women Directors and Chief Executives of Massachusetts' Largest Nonprofit Organizations*. While there are no statistically significant changes between this *Census* and the previous one published in 2017, through the qualitative analysis of interviews with women serving on these boards, we highlight the key essentials for impactful board service.

## **Nonprofit sector shows modest revenue growth**

- > The annual revenue of the 150 nonprofit organizations included in this *Census* ranged from \$41 million to \$11.3 billion, for total revenue of over \$75 billion, a 3.3% increase over the last report.
- > Medical and educational institutions continue to dominate: 46% of the largest organizations are in healthcare and 30% are in education.
- > In aggregate, the nonprofits with less than \$500 million in revenue have a significantly higher percentage of women on their boards, at 37.2%, than those with more than \$500 million, at 30.4%. 230 women serve on the larger organizations' boards, while 967 women serve on boards of the smaller nonprofits.

## **Gender diversity on boards shows little or no progress**

- > Women hold 35% of the board seats in the *Census* organizations, unchanged from the previous three reports. Eight nonprofits show steady increases in the percentage of women on their boards throughout all four reports.
- > Each of the 150 organizations has at least one woman on its board, also unchanged over the past two *Censuses*.
- > Twenty-one of the *Census* organizations have 50% or more women directors, representing a decrease of five organizations from the 2017 report.
- > Those organizations with revenue between \$500M and \$999M showed a statistically significant increase in the percentage of women on their boards, from 27% in 2013 to 29.8% in 2019. No other revenue band showed a significant increase.
- > 89% of the 150 nonprofits have three or more women on their boards, which is a decrease from 94% in the 2017 report. Four organizations have one woman director, while ten have two women directors.

## ***Executive suites show stable gender representation, and continued limited racial diversity***

- > The number of organizations with women CEOs was 39 of 150 organizations, the same as the 2017 *Census*, although 18 organizations changed CEOs.
- > Organizations with men CEOs had boards with an average of 33% women, while organizations with women CEOs had 41% women directors.
- > Only 10 of the CEOs of the 148 largest nonprofit organizations in Massachusetts were verified as people of color, a decrease from 2017.
- > Forty-two organizations out of 144 have women serving as board chairs.

## ***A survey of seventeen Boston Club members serving on 14 different large nonprofit boards indicates that only intentionality on the part of the directors themselves leads to impact<sup>1</sup>***

- > Though all the organizations had on-boarding or orientation processes that varied from informal to highly structured, the results of these programs could be characterized as inconsistent at best in providing actionable understanding of the formal or informal board and organizational roles and the functions needed to maximize impact.
- > Active engagement designed to become “visible faster” helped respondents in their paths to success in reaching board leadership roles.
- > Though these nonprofit boards affirm support for increasing diversity, none report wholesale board restructuring to fill the gaps.

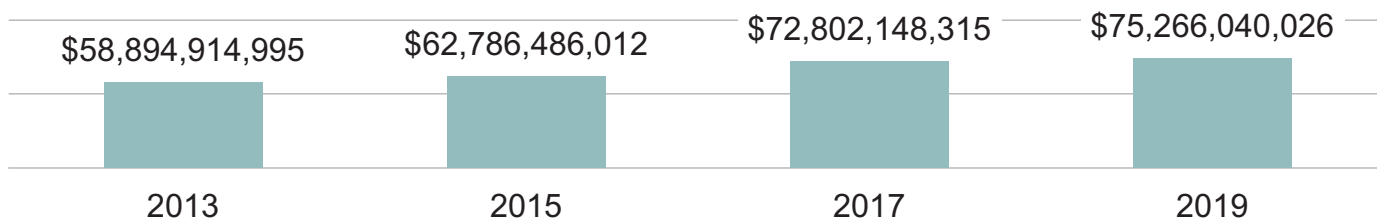
## ***Special Report: How Women Become Leaders on Nonprofit Boards<sup>2</sup>***

- > In the continuation of the analysis of the 39 interviews preliminarily reported in the 2017 *Census*, there are three key factors required to succeed in nonprofit board service:
  - Active management of entry onto the board, through observing and learning from other board members to understand the board dynamics, culture and location of the power; identifying personal knowledge gaps and proactively filling them as well as actively building strong relationships with board members outside of the meetings.
  - Seeking out and volunteering for highly visible projects and committees, to leverage strong skills to benefit the work of the board, as well as always insuring that work is valued by other members.
  - Effective strategies to overcome the challenges faced in a highly gendered context, where women are in the minority, working within a stratified structure and working within gender norms.

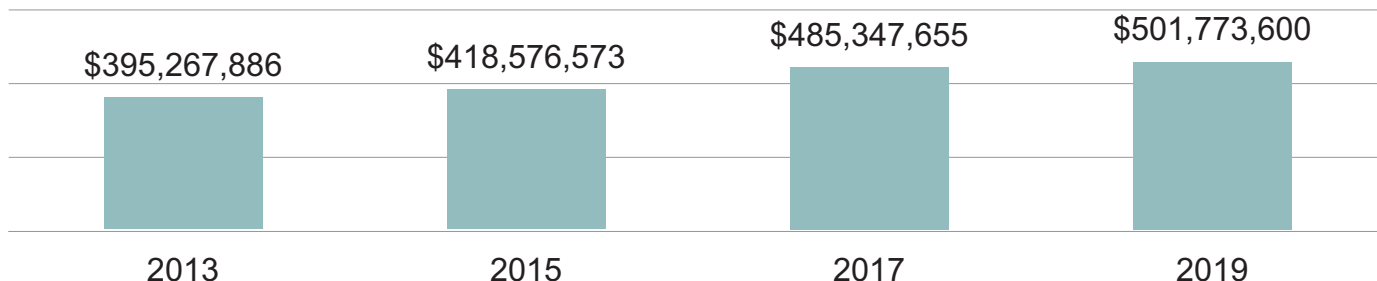
# CENSUS RESULTS

The nonprofit sector continues to be a major contributor of over \$75 billion dollars to the economy of Massachusetts. The largest 150 nonprofits as measured by revenue saw an overall increase in revenue of 3.3% over the revenue reported in the 2017 *Census*. There was also a small decrease in the number of educational and medical institutions, which now represent 76% of the organizations in this *Census*. Institutions in these two sectors also have the highest average revenue of any sectors.

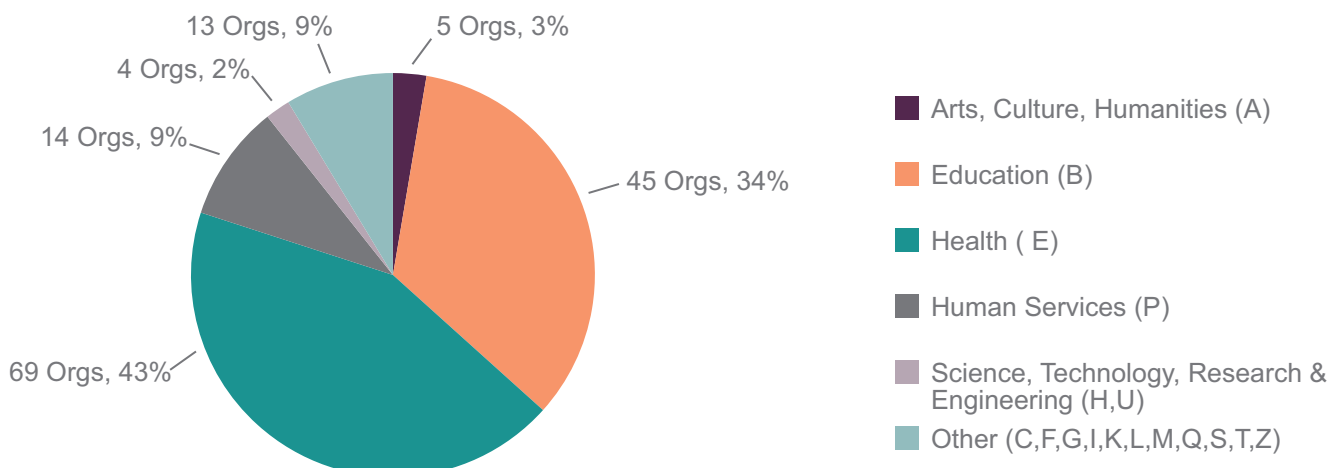
## Total Revenue



## Average Revenue



## Largest Nonprofits in Massachusetts by Sector



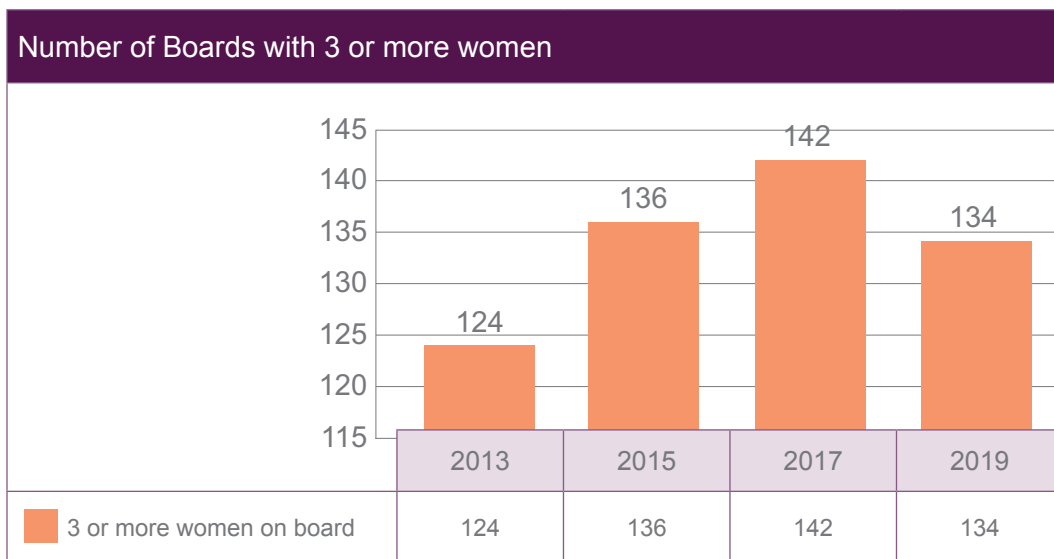
# THE *CENSUS* RESULTS

## No significant change in percentage of women directors

Although the number of women serving on nonprofit boards has increased, the percentage of women directors has not changed significantly since our first *Census* in 2013. The percentage of women on nonprofit boards has held steady over the past six years at 35% to 36%. In addition, the current report confirms a decrease in the number of organizations with three or more women on their boards and in the number of organizations with 50% or more women on their boards.

Fifty-eight of the women who serve on these boards serve on two large organizations' boards, and 14 serve on 3 large organizations' boards.

Comparison of Board Statistics 2013, 2015, 2017 and 2019				
BOARD STATISTICS	2013	2015	2017	2019
# of organizations with 3 or more women on board	124	136	142	134
Total number of women on <i>Census</i> boards	1090	1099	1142	1197
Average size of board	22	22	22	22
Average percentage of women on board	35	36	35	35
# of boards with 50% or more women	21	21	26	21



## Women Board Chairs

In this *Census*, for the first time, we have included the gender diversity of the chairs of the boards. Board chair gender was verified for 144 of the nonprofit organizations in this *Census*. Among the 10 CEO positions held by persons of color, there is one woman CEO with a male board chair and one male CEO with a woman board chair; the other 8 are all male CEOs with male board chairs.



## Gender Diversity of Board Chair and Corresponding CEO

	Number of Women Board Chairs	Percentage (%) (144 NPs reporting)	Number of Men Board Chairs	Percentage (%) (144 NPs reporting)
Total Board Chairs Held by Women	43*	n/a	102	n/a
Total Number of Organizations	42	n/a	102	n/a
Women Chairs with Women CEOs	15	35.7%	22	21.6%
Women Chairs with Men CEOs	27	64.3%	80	78.4%

\* One organization, Metro Housing, has board co-chairs; both of those seats are held by women.

## Women Board Chairs by Revenue of Organizations

Organization	Revenue	Chair of the Board
Harvard Pilgrim Health Care Inc	\$1,975,149,186	Joyce A. Murphy
Beth Israel Deaconess Medical Center, Inc.	1,640,857,901	Carol Anderson
Boston Medical Center	1,249,591,724	Martha Samuelson
Baystate Medical Center Inc	1,220,153,232	Anne M. Paradis
Reliant Medical Group Inc	673,273,320	Seema Naravane
Harvard Pilgrim Health Care of New England Inc	490,940,502	Joyce A. Murphy
Faculty Practice Foundation Inc	365,892,079	Monica Noether
Smith College	339,440,389	Deborah L. Duncan
Lahey Clinic	295,365,299	Ann Marie Connolly
Elderhostel DBA Road Scholar	292,240,305	Judith Allen Ferretti
Wellesley College	284,775,381	Debora de Hoyos
Berklee College of Music Inc	276,118,541	Susan E. Whitehead
Baystate Medical Practices Inc	263,025,111	Anne M. Paradis
Lawrence General Hospital	242,078,609	Debra Rahmin Silberstein
Babson College	232,808,076	Marla M. Capozzi
Combined Jewish Philanthropies of Greater Boston, Inc.	225,539,678	Cynthia R. Janower
Simmons University	207,763,500	Regina Pisa
Northeast Arc, Inc.	192,732,382	Darcy Immerman
Trustees of Mount Holyoke College	191,654,205	Barbara M. Baumann
Action for Boston Community Development	168,858,744	Yvonne L. Jones
Justice Resource Institute Inc	148,986,699	Andrea Nix
Endicott College	143,845,962	Cynthia Merkle
East Boston Neighborhood Health Center Corp	140,192,378	Rita Sorrento
Metro Housing	136,905,667	Cynthia Lacasse, Elizabeth Gruber



# THE CENSUS RESULTS

## Women Board Chairs by Revenue of Organizations (continued)

Organization	Revenue	Chair of the Board
Education Development Center, Inc. (EDC)	135,339,260	Vivien Stewart
The Boston Foundation	114,653,758	Sandra M. Edgerley
Museum of Fine Arts	113,259,858	Lisbeth Tarlow
May Institute Inc.	110,973,930	Mary Lou Maloney
Partners In Health	109,067,193	Ophelia Dahl
Barr Foundation	102,752,110	Barbara W. Hostetter
Baystate Franklin Medical Center	97,217,896	Anne M. Paradis
Community Day Care Center of Lawrence, Inc	88,917,682	Lucy Hulse
The Greater Boston Food Bank	87,384,083	Joanna Travis
Joslin Diabetes Center, Inc	85,159,175	Jessica Hopfield
Emmanuel College	81,287,840	Margaret L. McKenna
Community Teamwork, Inc	80,243,949	Germaine Vigeant-Trudel
Lynn Community Health Inc	76,858,449	Reverend Jane Gould
Milton Academy	76,519,464	Elisabeth Donohue
Massachusetts Society for the Prevention of Cruelty to Animals	65,480,974	Hillery Ballantyne
Perkins School for the Blind	60,169,859	Stephanie C. Andrews
Museum of Science	55,968,388	Gwill Elaine York
Accion International	40,829,047	Diana Taylor

## Decrease in organizations with 50% or more women on their boards

Between the 2017 and 2019 *Censuses*, there has been a decrease in the total number of organizations with 50% or more women on their boards, from 26% to 22%. This could be explained by recognizing that organizations at or close to parity for women on their boards will be removed from this list with the loss of just one woman director, unless her seat is filled by another woman.

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

Organization	Revenue	% of Women on Board
Smith College	\$339,440,389	94%
Trustees of Mount Holyoke College	\$191,654,205	90%
Wellesley College	\$284,775,381	81%
East Boston Neighborhood Health Center Corp	\$140,192,378	73%
Simmons University	\$207,763,500	70%
Massachusetts Society for the Prevention of Cruelty to Animals	\$65,480,974	69%
Emmanuel College	\$81,287,840	65%
Pathfinder International	\$130,194,450	65%
Faculty Practice Foundation Inc	\$365,892,079	64%



## Organizations with 50% or More Women on Their Governing Boards (continued)

Organization	Revenue	% of Women on Board
Elderhostel DBA Road Scholar	\$292,240,305	61%
American Student Assistance (Massachusetts Higher Education Assistance Corporation)	\$164,797,110	58%
Springfield College	\$161,422,846	57%
Stavros Center for Independent Living Inc	\$248,538,550	57%
Lesley University	\$113,128,556	57%
Community Teamwork, Inc 1	\$80,243,949	56%
Endicott College	\$143,845,962	54%
Boston Medical Center	\$1,249,591,724	53%
Action for Boston Community Development	\$168,858,744	51%
May Institute Inc.	\$110,973,930	50%
Center for Human Development Inc.	\$93,625,191	50%
Justice Resource Institute Inc	\$148,986,699	50%

## Nonprofits with less than \$500 million in revenue have a significantly higher percentage of women on their boards

To determine whether the size of the organization matters in board gender diversity, we compared the organizations by revenue size above and below \$500 million. In aggregate, the number and percentage of women on the boards of the smaller organizations show a statistically significant difference.

### Number and Percentage of Women by Revenue of Organizations\*

2019	> \$500 Million	< \$500 Million
Number of Organizations	28	122
# Women Board Members	230	967
# Total Seats on Boards	757	2600
% Women on Boards	30.4%	37.2%

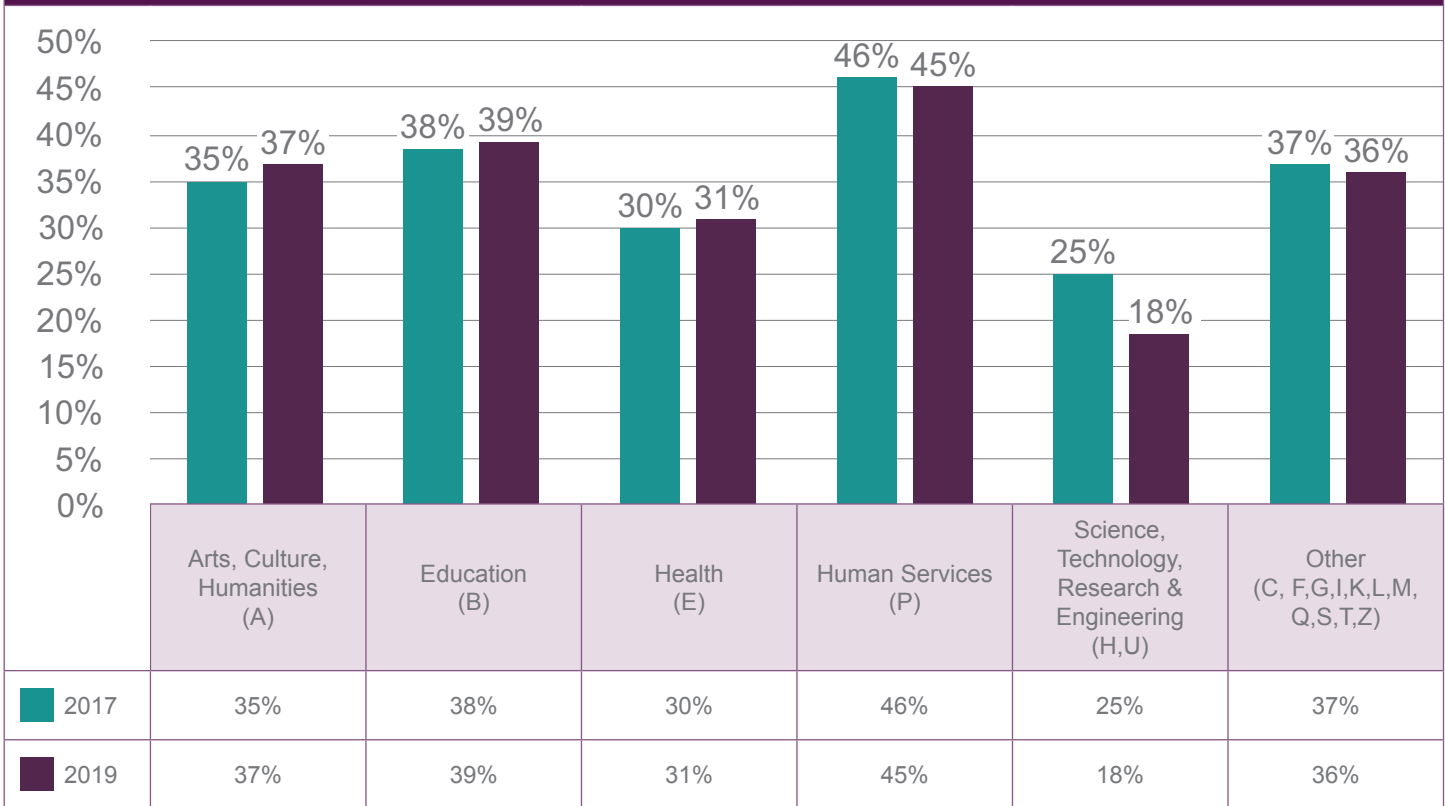
\* The break at \$500 million represents the average revenue of all 150 *Census* organizations.

## Gender diversity on boards varies significantly by industry sector

The Human Services sector has the highest representation of women on its boards at 46%, while the Science, Technology, Research, and Engineering sector organizations average only 25% each. The Health sector includes the largest number of organizations but has an average of only 30% women on their boards.

# THE CENSUS RESULTS

Percent of Women on NonProfit Boards by Sector



## Some organizations have shown a steady increase in the percentage of women on their boards

Looking at the previous and current *Census* reports, we can identify 8 organizations which lead the others in increasing the percentage of women. The average percentage of women on the boards of the current *Census* organizations is 35%; the eight organizations have either reached or exceeded that average. These organizations could be helpful to others by sharing their best practices.

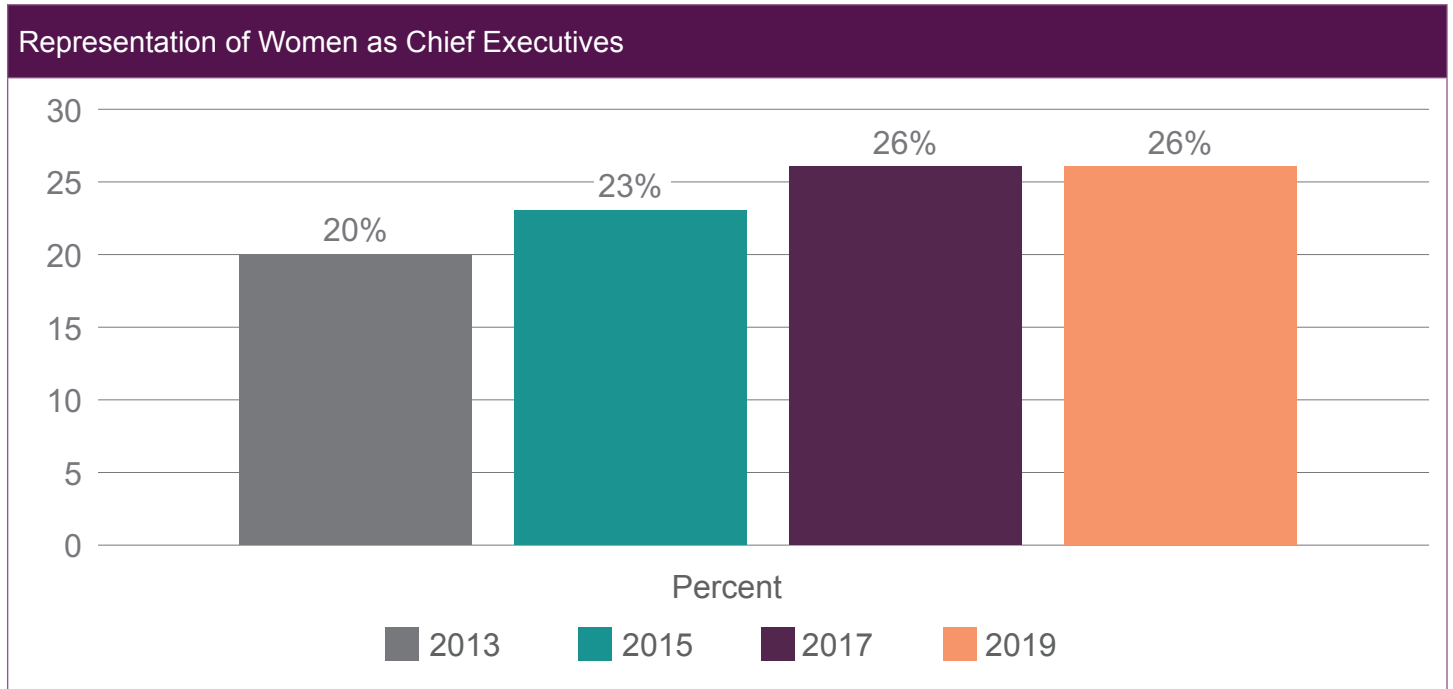
Organizations with Increased Percentages of Women on Their Boards

2013	2015	2017	2019	Organization Name	NTEE <sup>1</sup>	2019 Revenue
33%	41%	63%	61%	Elderhostel DBA Road Scholar	B60	\$292,240,305
34%	35%	36%	44%	YMCA Greater Boston	P20	\$72,382,373
23%	26%	28%	41%	Brandeis University	B43	\$442,893,793
26%	28%	30%	39%	Worcester Polytechnic Institute	B43	\$356,507,124
29%	32%	34%	37%	Gordon College	B49	\$91,081,027
10%	27%	32%	36%	Lahey Hospital & Medical Center	E31	\$921,276,779
13%	33%	31%	35%	Milford Regional Medical Center Inc	E22	\$206,246,567
23%	27%	32%	35%	Lahey Clinic	E24	\$295,365,299



## Stability of the representation of women CEOs

Just as there has been no increase in the percentage of women on boards, the progress seen in the representation of women as chief executives in the first three reports hasn't been sustained.



## The number of women CEOs varies significantly by sector and revenue

Like sector and revenue differences in the number of women holding board seats, the sector of the nonprofit also appears to influence the gender diversity of CEOs. Organizations in the Arts, Culture, Humanities, Science, Technology, Research, and Engineering have no women CEOs in this *Census*. Education and Human Services organizations have above average representation of women CEOs.

Women CEOs by Sector and Revenue									
Sector	# of Orgs	% of Orgs	Average Revenue	Total Revenue	Avg Board Size	% Women on Board	# Women	% Women Chief Executives	Number of Women CEOs
Arts, Culture, Humanities (A)	5	3%	\$127,420,983	\$637,104,914	31.6	37%	59	0%	0
Education (B)	45	30%	\$473,966,632	\$21,328,498,444	28.0	39%	493	40%	18
Health (E)	69	46%	\$683,139,500	\$47,136,625,497	20.3	31%	422	22%	15

# THE *CENSUS* RESULTS

Women CEOs by Sector and Revenue (continued)									
Sector	# of Orgs	% of Orgs	Average Revenue	Total Revenue	Avg Board Size	% Women on Board	# Women	% Women Chief Executives	Number of Women CEOs
Human Services (P)	14	46%	\$128,304,111	\$1,796,257,556	19.8	45%	125	0%	0
Science, Technology, Research & Engineering (H, U)	4	3%	\$699,153,256	\$2,796,613,025	12.8	18%	9	50%	2
Other (C, F, G, I, K, L, M, Q, S, T, Z)	13	9%	\$120,841,584	\$1,570,940,590	19.9	36%	89	31%	4
TOTAL	150		\$372,137,678	\$75,266,040,026		36%	1197	26%	39

## Significant turnover of women CEOs but gender gap remains the same

As in the 2017 *Census*, there are 39 women CEOs in the top 150 organizations; however, an analysis of the specific organizations indicates that 8 of those listed in the 2017 *Census* have selected a man to replace the woman CEO, and 8 different organizations selected a woman CEO to replace the previous man. Though gender diversity of the CEOs lags the gender diversity of the boards, at least in the short term there is stability.

Women CEOs by Revenue of Organizations			
Organization Name	NTEE	Revenue	CEO
Children's Hospital Corporation dba Children's Hospital Boston	E	\$1,659,001,037	Sandra L. Fenwick*
Boston Medical Center Health Plan Inc	E	\$1,569,327,295	Susan Coakley
Dana-Farber Cancer Institute, Inc.	E	\$1,376,438,946	Laurie H. Glimcher
Boston Medical Center	E	\$1,249,591,724	Kate Walsh
Worcester Polytechnic Institute	B	\$356,507,124	Laurie Leshin
Mount Auburn Hospital	E	\$350,468,361	Jeanette G. Clough
Williams College	B	\$341,354,597	Maud Mandel
Smith College	B	\$339,440,389	Kathleen McCartney
Amherst College Trustees	B	\$329,573,554	Carolyn A. "Biddy" Martin
Suffolk University	B	\$314,034,200	Marisa Kelly
Management Sciences for Health, Inc.	E	\$288,127,337	Marian Wentworth**
Bentley University	B	\$287,666,354	Alison Davis-Blake**



## Women CEOs by Revenue of Organizations (continued)

Organization Name	NTEE	Revenue	CEO
Wellesley College	B	\$284,775,381	Paula A. Johnson
Children's Pediatric Associates Inc (prev Children's Hospital Ped Assoc)	E	\$284,698,479	Sandra L. Fenwick*
MelroseWakefield Healthcare Inc	E	\$264,947,420	Susan Sandberg**
Lawrence General Hospital	E	\$242,078,609	Dianne J. Anderson
Babson College	B	\$232,808,076	Kerry Healey
Emerson Hospital	E	\$220,155,824	Christine Schuster
Simmons University	B	\$207,763,500	Helen G. Drinan
Northeast Arc, Inc.	P	\$192,732,382	Jo Ann Simons
Trustees of Mount Holyoke College	B	\$191,654,205	Sonya Stephens
Children's Medical Center	E	\$187,825,277	Sandra L. Fenwick*
Wentworth Institute of Technology	B	\$170,734,826	Zorica Pantić
American Student Assistance (Massachusetts Higher Education Assistance Corporation)	B	\$164,797,110	Jean Eddy
Springfield College	B	\$161,422,846	Mary-Beth A. Cooper
New Horizons at Choate Inc	T	\$159,664,819	Christine Coakley**
Endicott College	B	\$143,845,962	Kathleen H. Barnes**
East Boston Neighborhood Health Center Corp'	E	\$140,192,378	Mari Bentley**
Pathfinder International	E	\$130,194,450	Lois Quam**
Hebrew Rehabilitation Center	E	\$129,642,654	Mary Moscato
May Institute Inc.	P	\$110,973,930	Lauren C. Solotar
Eliot Community Human Services Inc	P	\$100,134,399	Kate Markarian
Hampshire College Trustees	B	\$94,630,018	Miriam E. Nelson**
Community Day Care Center of Lawrence, Inc	E	\$88,917,682	Sheila Balboni
The Greater Boston Food Bank	K	\$87,384,083	Catherine D'Amato
Fenway Community Health Center, Inc.	E	\$85,347,361	Deborah Stromstad
Emmanuel College	B	\$81,287,840	Sister Janet Eisner
Community Teamwork, Inc 1	P	\$80,243,949	Karen N. Frederick
Trustees of Deerfield Academy	B	\$50,448,438	Margarita O'Byrne Curtis

\* appears multiple times

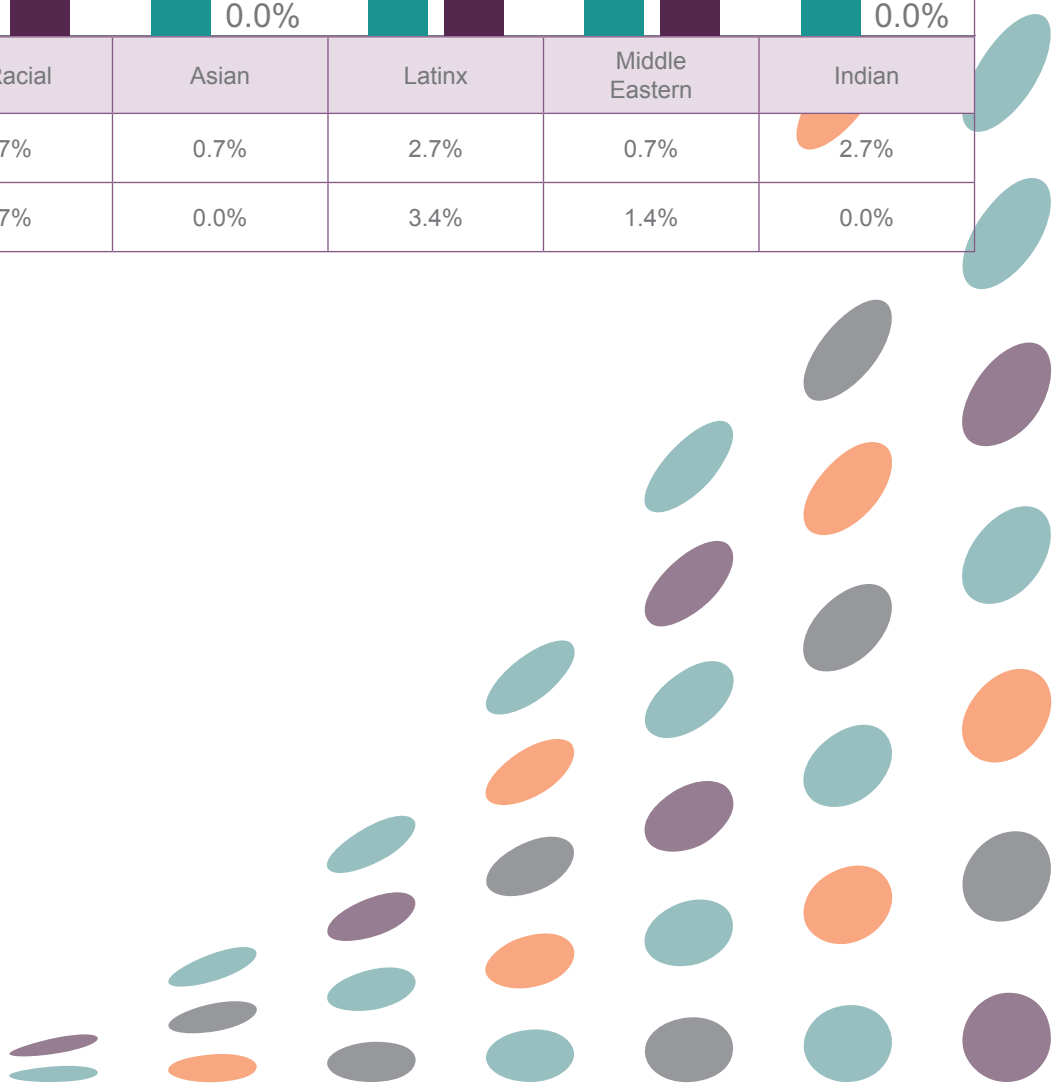
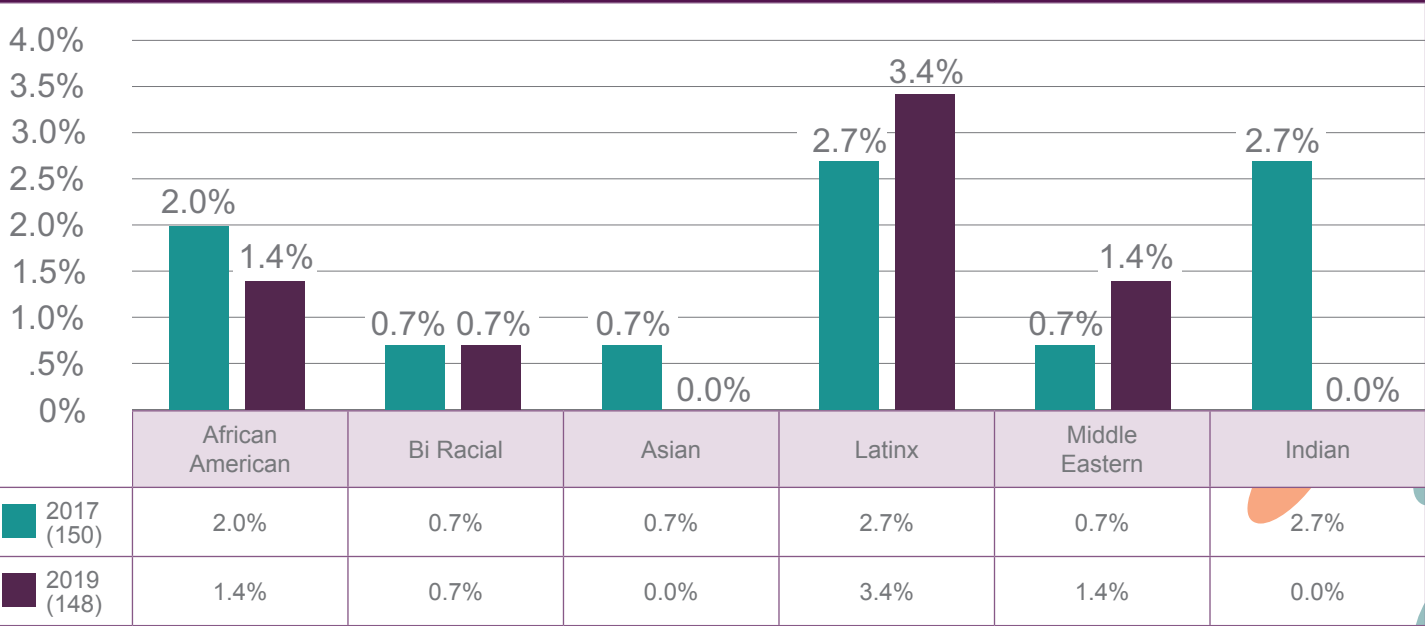
\*\* new in 2019

# THE CENSUS RESULTS

## No progress in increasing ethnic diversity of CEOs

There are only 10 chief executives of color (7%) among the leaders of the 148 nonprofits that provided data on race and ethnicity of CEOs for this Census, down from 15 in 2017. One CEO holds two chief executive positions, further reducing racial diversity.

Diversity of Nonprofit CEOs



# SPECIAL REPORTS



For over twenty years, The Boston Club has supported the nonprofit community by training and educating women for board service, identifying qualified women board candidates, and working with area nonprofit organizations of all sizes to build stronger, more effective boards through increased diversity. The feedback provided by women who serve on these boards is invaluable to those seeking their first board seat, as well as to board chairs and CEOs interested in the best possible governance for their organizations. This year, we are including two special reports that address, in turn, the steps women take to become leaders on the boards they serve, as well as the support, or lack thereof, they receive from board chairs and the organizations..

## How Women Become Leaders on Nonprofit Boards

*In collaboration with Danna Greenberg, Walter H. Carpenter Professor of Organizational Behavior, and Wendy Marcinkus Murphy, Associate Professor of Management, both at Babson College, we presented information on the path to a board appointment and the ensuing reality of board service in the 2017 Census. Further analysis of the thirty-nine interviews which were the focus of their research has added insight on how women become leaders on these boards. We are extremely pleased to present the results of their analysis:*

**When considering how to increase board diversity and how to support women leaders, the focus tends to be on what women can do to position themselves for board roles and what nonprofits can do, particularly in nomination and governance, to ensure an active pipeline of women who are being developed and recruited for these roles. Yet, we know getting a board position is only half the story. Women need to actively think about how they engage once they are appointed to a nonprofit board. Women need to make sure they are being heard, and are seen as effective, influential board members. By doing so, women open the door for other women and minorities to be nominated to boards. More importantly, women create paths for themselves to become serial board members and to establish leadership positions in the wider community.**

**In the 2017 report, we described women's motivation to serve, how they gained access to join a board, and the career benefits that came from board participation. Here we will highlight how successful women board members, those who serve on multiple prestigious boards, carefully manage becoming and being a board member, such that they contribute to the nonprofit as well as build their own skills and reputations in the inter-connected business and nonprofit communities.**



About the Research

To further understand women’s engagement on nonprofit boards, 39 women serving on some of the largest nonprofit boards in New England were interviewed. The demographic background about the women and the nonprofit boards on which they served is listed below.

Demographic Information	
# interviewed	39
Age range	41 - 84 (mean age 61)
Race	5% Asian, 8% Latina, 10% Black, 77% Caucasian
Work status	59% working, 41% not working (75% with 10+ years of work experience)
Marital status	90% married
Nonprofit size	\$25 million or greater
# of boards seats held	1-4
Nonprofit types represented	Education & research, health, social services, cultural & arts, development & housing, philanthropic intermediaries, religion, business & professional associations

The insights we share here come from the section of the interviews in which we asked women about the process of becoming a nonprofit board member and how they became effective in their roles. As we analyzed the data, we uncovered patterns in how women managed their entry onto a board and their participation on the board so they could build their reputations and position themselves as leaders, regardless of their formal board titles. We discuss how women did this in more detail below.

Actively Managing Your Entry onto the Board

After accepting a prestigious board role, women may think the hard work is over. They have ascended to the board. In reality, the work has just begun. Women who are successful as board members take it upon themselves to quickly assimilate into their new roles. Women recognized that being a board member required skills that were different than those in other contexts. As one woman shared,

*You have to learn how to work as a team. Everyone here is someone. They are the boss, the leader, the whatever. All of a sudden, you are in a room with a group of people who are all equals. No one is the most important person in the room. You have to learn to listen, be respectful, and figure out how to work with this group.*

While some boards have formal orientation programs, most women lamented these programs were rarely helpful enough. For instance, one participant explained:

*There wasn’t much in terms of structure to tell you how to be a board member. It was by listening, participating, getting involved, observing, and understanding that you learned what is important about board governance on this board.*

Even when formal board orientation programs exist, women found they were marginally helpful. These programs could provide codified data about the organization, its structure and finances, and about the board



and its committees. However, these programs did not provide women with more subtle insight about the board dynamics, its culture, how the board works with the organization and other stakeholders, and where power resides. In short, these programs could not tell women how to adapt to work effectively in this context. To learn this, women had to actively navigate their entry process themselves. Women often learned to be effective board members by observing and learning from others. As one woman described,

*What I did was watch everything. I observed what does the head of the organization need from the board and how do we do that? How does the board need to function to be effective? What should I be doing to contribute to the organization, to the membership, and to the experience?*

To ensure they were prepared to be effective board members, women were attentive to potential gaps in their knowledge and would look for ways to creatively augment their skills. For instance, some women found they needed to hone their nonprofit financial or legal acumen. Women would rely on their extended networks, book recommendations, and even internet courses to build this knowledge. One participant referred to this as self-education. She explained:

*I had gone to business school, so I initially went back to talk with professors and get some reading and materials from them and the business school library to learn more about best practices. I also had been affiliated with and supported boards in my professional life, so I had that knowledge. I pulled together these diverse resources to get myself up to speed. No one really taught me.*

A third strategy women engaged in order to effectively integrate onto a new board was to build stronger relationships with other board members and organizational leaders. Frequently, women would use their need to learn to forge early connections. These relationships needed to be cultivated outside of formal meeting times, typically before or after a meeting or over social or professional activities outside the board. In most instances, women took the initiative to schedule these informal meetings with other board members, though on occasion women found current board members would reach out to support and guide them as newcomers. One woman shared her strategy for building these relationships:

*I learned by informally meeting with people on the board and asking for advice and counsel. I would ask how things work, what do you think are the right committees to join if you are new and want to educate yourself about the institution and have an impact. I would ask which committees do meaningful work. I wanted to learn how to work within the existing board structure.*

Women found that by taking responsibility for their socialization onto the board, by observing the board and its interactions, by learning new skills and knowledge, and by building strong relationships with other board leaders, they were able to more quickly assimilate to the board and determine how to adapt to this context in order to have an impact.

### Seeking Ways to Lead as a Nonprofit Board Member

The work women did to effectively enter the boards was simply the precursor to enabling them to be active and engaged board members. Women who were serial prestigious nonprofit board members had developed reputations for being influential board members who worked well in the board context. To develop this reputation women did far more than simply prepare for and attend board meetings. Women identified

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ways to lead that drew on their skills and enabled them to be noticed by the other board members and nonprofit leadership.

To have this influence, women sought out opportunities to have a visible, strategic impact on the board or the nonprofit itself. To identify potential opportunities, women often began by considering their own skills and interests. One woman explained how knowing her skills enabled her to quickly identify where she could contribute on a board. She shared,

*I like mystery stories and puzzles. It's the same thing I bring to my professional life. I can see what is going on, what are the patterns, and how do we think about this and how do we move that around. I listen well and can take disparate information, figure out the commonalities, and bring something forward. I look for opportunities to do this as a board member.*

In some instances, women looked to directly leverage their professional skills to have an impact on the nonprofit. One woman who had extensive marketing background explained how she used this in her work on the public affairs committee.

*I got on the board and quickly took over the public affairs committee which I don't think had been quite as focused. We re-focused the committee's work, put in place new programs and looked at our real estate strategy in the community. Our work energized the rest of the board and it has created a lot of incredible initiatives as far as long-term strategy, real-estate purchases, and partnerships with the local government.*

By matching her skills to a board's need and a strategic opportunity for the nonprofit, this woman was able to quickly establish her leadership as a board member. It is important to note that this leadership and influence had nothing to do with having a formal position. Her leadership arose out of the impact she was having.

As women matched their skills to board opportunities, women were also careful to ensure they would be contributing in a way that would be valued by other board members. They would assess where power resided in the board and the strategic opportunities that would be valued by the board. For instance, many women were wary of simply being on a development committee that planned annual galas unless they were going to be able to lead the event and significantly increase the level of giving to the nonprofit. One woman explained how she strategically positioned herself away from such work. As she noted,

*On university boards, they often ask you to be on event planning and fundraising committees because women are good at throwing parties. I avoid that. I asked to sit on the finance committee and the athletics committee. Because this was a Division I school and they had issues with NCAA regulations and Title IX, they needed board members who could really do something here (she had a law degree and had been a student athlete). I was the only one who understood the complexity that the general counsel and the athletics director had to respond to. By my second year, I was asked to chair this committee.*

By contributing to major projects or initiatives, women also deepened their relationships with other board members and community leaders. Relationships were strengthened through shared experiences, good and bad, of being on the board. The bigger impact that women had on the board, the more credibility they



established for themselves as leaders on the board and among the social, political, and business leaders of a community. One woman explained how this all linked together,

*I figured out how to pick my niche and do it well. People would see that, they would see you doing something well and say let's give her another niche. A few months later I would find someone else would call me and ask me to serve on another board. You don't have to be the one writing the biggest check. You have to figure out where can I make an enormous difference?*

## Thriving in a Gendered Context

As we share these insights in the community, we sometimes get asked, “Isn’t this experience the same for men and women?” While there are some ways that this experience is also true for men, our research shows that women often must work harder, just as they often do in their professional lives, to be recognized for their leadership on the board. Women often pointed out that the nonprofit boardroom remains a highly gendered context that sometimes made it more challenging for their contributions to be recognized. This gendered context has three characteristics:

### 1. Gender minority.

Women on prestigious nonprofit boards find themselves in the minority. They may be the only one, or among only two or three women on the board. Furthermore, women are aware they are sometimes appointed to a board because the board is actively looking to increase diversity, which brings its own challenges.

### 2. Gender stratified structure.

The most powerful committees (e.g., finance, governance) are mostly men, and the committee chairs are mostly men. Women often find themselves serving on the gala or development committees or student affairs committees. As such, the important committee work is mostly done by men.

### 3. Gender work norms.

During board meetings, typical gendered communication patterns arise. Women find they are talked over, not heard, and men board members get credit for things women have already said. Behavior of some men might be characterized as “locker room” behavior. Furthermore, many men board members are interconnected in what was typically called the “old boys’ network,” particularly in finance.

Despite this challenging context, many women manage to thrive in their nonprofit board roles. By taking charge of their own growth and development as board members and enlisting others, they increase their skillset and strengthen their network. In doing so, they also begin to reshape the board itself, changing the norms and structures through their behavior and active participation. When women get involved in governance, there is opportunity to change the board composition by increasing diversity as well as providing input into the hiring process for the upper levels of the nonprofit itself.

## Intentional Nonprofit Board Service

*In 2018, the Nonprofit Census Committee conducted interviews with seventeen Boston Club members serving on twelve different nonprofit boards included in the 2017 Census about their experiences joining and leading nonprofit boards. The research results point to several ways to increase the effectiveness of nonprofit board onboarding, integration and evaluation to maximize board member effectiveness. Some of these are efforts that can be undertaken by individual board members as they begin their journey as new board members, others are steps that can be taken at inflection points by board members, and still others are initiatives that can be driven by boards themselves. Lisa A. Cohen, CEO of Capital Motion and a member of the Committee prepared our report.*

**The Boston Club's biennial nonprofit *Census* is an important quantitative evaluation of the demographics of the leadership teams of the largest nonprofits in Massachusetts. This qualitative survey includes results of interviews with seventeen Boston Club members serving on twelve different nonprofit boards, including hospitals, educational institutions, museums and major social service agencies about their experiences joining and leading these boards. Many of these women serve on more than one nonprofit board, and the organizations on whose boards they serve vary widely in size, as measured by annual operating budget, from under \$2 million more than \$50 million. Some respondents also serve on private sector boards for which they receive compensation.**

## From “Thrilled to Be Here” to Intentionality

While Boston Club members have a wide variety of career and professional experiences, the commonality in their path to nonprofit board experience lies in their commitment to mission. Several women spoke of paths to board service that grew out of a deep personal or philanthropic commitment to a mission or cause. Many others described a first step to a board role as participation on a committee of a nonprofit board, and many of those we spoke to noted that, for their boards, committees are a source of candidates for board roles, confirming the value of this path. Committee work may be for a specific event, for a research program or for a board subcommittee or other initiative.

While nearly all respondents reported that their boards have formal or informal board member onboarding, integration and evaluation processes in place, these programs seem to vary widely. Most orientation programs were described as measured in hours. These processes seem to be having somewhat inconsistent results as survey respondents reported widely varying levels of understanding of both formal and informal board and organizational roles and functions.

Several of those recruited to roles on fiduciary boards reported introductions by colleagues followed by a single round of interviews by the CEO and other board members. The Boston Club referred several members to the boards on which they currently serve. Several of those recruited to fundraising boards reported a process that



involved one or two interviews followed by an invitation to join the board. Respondents reported that many of the boards on which they serve do have formal board member evaluation programs.

The women who moved intentionally toward leadership positions highlighted active engagement, or what one respondent described as becoming “visible faster,” as their path to success in reaching board leadership roles. Examples included instances of respondents stepping forward to work on a specific initiative or committee where their expertise had particular value, and in so doing having the opportunity to build and/or deepen important relationships. We can reasonably conclude that these opportunities also created an environment conducive to showcasing more than just a narrow slice of their expertise, and that looking for this kind of opportunity is a good way to create forward motion in a nonprofit board environment as well as to begin a board career, as noted earlier.

Most of the boards represented in this survey have, as we would expect, traditional structures that are not as far as survey respondents are aware, undergoing significant structural change. These organizations typically have fiduciary boards, boards responsible for oversight of financial, legal and policy matters for the organization, and which also play an ambassadorship role, and often also boards of overseers, or other similarly articulated boards, which are not fiduciary boards, and whose responsibility is primarily fundraising or community outreach. Some of these boards may have as many as 100 members. Many organizations have advisory boards as well. Some nonprofits may have multiple advisory and overseer-type boards. Most boards were reported to have standing committees – these generally include Audit, Finance, Nominating, Governance, Development, and others specific to the organization’s mission. Respondents report terms to be standard for this group of nonprofits: generally, three years, renewable once, or twice, with a one year time out and the option to return to the board after that.

While respondents reported positive evolution and affirmation of support for increased diversity among the boards on which our members serve, we would not at present report a focus on diversity as driving wholesale board restructuring. Respondents report that the boards on which they serve are paying attention to dimensions of diversity that include skills, career, age, gender, race, and economic background, particularly as that diversity relates to the organization’s commitment to and delivery of its mission.

A positive for those beginning a board service journey are the generally reasonable expectations for contributions - both give and get - reported by many fundraising boards of even large institutions. Most members currently serving on Boards of Overseers report that the contribution “ask” for their organization is around \$2,500, and several respondents reported their organization to be open and flexible to giving at whatever capacity the board member feels is comfortable. There is an expectation that those serving on fundraising boards will participate actively in fundraising and other related events. Those serving on fiduciary boards report an expectation of giving “more” significant amounts, along with event participation, and a commitment to “get” gifts and/or to identify potential donors.

### ***Moving Forward***

For boards and board members to reach maximum effectiveness, both parties must engage intentionally toward that goal. Both boards and directors have an obligation to fully recognize and meet their responsibilities as members of fiduciary and governing boards. That may require, in some instances, actively moving beyond “wishful thinking” and assuming a perfect match of board needs and director skills, to developing and deploying tools to evaluate board member skills and knowledge relative to what today’s nonprofit boards need now from



their directors and fully deploying solutions to meeting those board development needs.

In an encouraging sign, many boards – particularly those of larger organizations - have some formal board development programs in place; this research suggests there is room for boards to evaluate the effectiveness of those programs and to improve their structure and delivery. Boards must, of course, provide baseline information about the organization, its business models, programs, governance structures, executive team, volunteers, financial condition and funding, legal matters, and mission-specific issues to their directors. Committees must have the detailed and specific information they need to do their work as well.

Presenting this information may also be an opportunity to share context as well as background that may make this information even more useful to directors. For example, annual financial statements could also be accompanied by a briefing of annual updates to – and even perhaps a refresher of - nonprofit accounting rules. Boards might consider including an annual discussion of key points of the organization's by-laws as well along with reviewing any proposed updates. Everyone loves a good infographic; it may be helpful to show board organizational structures (as well as facts and data about the organization) in this simple and intuitive way as well. This is particularly important for organizations with multiple boards.

Board members can also take increased responsibility for their own onboarding with the understanding that these formal programs cannot always provide a complete picture of the organization's culture and formal and informal governance and internal structures. Incoming board members can create their own 90-180 day onboarding plan, meeting as appropriate with organization executives and other board members and requesting information they need to understand the organization. In addition to a focus on the governance structures and relationship development, attention should be paid to upcoming opportunities to contribute. As board members reach inflection points in their board service careers and wish to fully explore how their nonprofit board service can positively impact other dimensions of their professional lives, they can and should take steps to proactively evaluate their current board engagements and make decisions about where and how to put their energy and efforts moving forward. These inflection points, most likely coming later in a board service career, may require a more comprehensive evaluation of multiple board commitments relative to longer-term career interests and goals. Some examples of specific steps to take at these points can include consideration of committee assignment changes, undertaking special projects and assignments that may afford new opportunities and expose skills to a broader audience, or cultivation of relationships with new board members.

Regarding the incredibly important topic of diversity, boards seeking to be more intentional in creating structural change to address diversity may choose to use some of the information in this survey as foundational to their thinking about, as one respondent suggested, “ways to build pipelines without taking the risk of putting a completely unproven player on your board.” We heard loud and clear that nonprofit board committees are a tried and true pipeline into board work, and once on a board, committee work is also one of the best ways to showcase both specific skills and teamwork. This suggests to us that the committee structure is a well-recognized model for broadening exposure, developing new relationships and discovering talent. As such, we suggest that boards wishing to increase diversity in their ranks consider actively building committees for specific projects and assignments and populating those committees with emerging talent, creating a path toward cultivating greater board diversity and meeting these goals.

# CONCLUSION



The four *Censuses* that The Boston Club has conducted since 2013 have contributed valuable information to our ongoing efforts to increase the number of women in nonprofit leadership. Our reports have confirmed that the largest 150 organizations continue to be a growing part of the Massachusetts economy. We celebrate the 1197 women who serve on these boards as well as the 39 women chief executives who lead them. The current *Census* also includes preliminary data on the gender diversity within the boards by identifying 43 board chairs held by women. In addition, the qualitative research done by Babson Professors Danna Greenberg and Wendy Murphy and by the *Census* Committee authors define critical actions taken by women to increase their impact on the boards on which they sit.

## Where do we go from here?

***Be intentional*** - large nonprofit boards must pay more deliberate attention in their recruitment efforts to the many dimensions of diversity such as skills, age, economic background and careers, in addition to race and gender.

***Be proactive*** - board effectiveness and good governance depend upon board members who understand their roles as quickly as possible upon joining the board; therefore, board chairs must frequently review best practices for board orientation and assimilation, and then adopt and adapt their operations.

***Be ready*** - women board members must be prepared for board service, willing to use their skills and experience to gain leadership roles, and active in increasing the gender diversity of the boards on which they serve.

The Boston Club is committed to maintaining a spotlight on the nonprofit sector; to conducting research to expand our understanding of the drivers within these organizations for increasing board diversity; and to offering educational tools to board candidates, members and nonprofit organizations.



# APPENDIX

2016 Revenue Ranking	Organization Name	NTEE Code	Revenue in Dollars	Total Board Seats	Total Women Board Seats	% Women on Board
1	Partners Healthcare System Inc	E21	11,297,001,725	19	7	37%
2	President and Fellows of Harvard College	B43	4,458,905,923	13	6	46%
3	Massachusetts Institute of Technology	B43	3,961,420,000	69	25	36%
4	Neighborhood Health Plan Inc	E31	2,564,072,884	9	1	11%
5	Tufts Associated Health Maintenance Organization Inc	E80	2,526,498,562	13	4	31%
6	Umass Memorial Health Care Inc (Parent)	E21	2,380,685,644	32	6	19%
7	Trustees of Boston University	B43	2,203,820,636	40	11	28%
8	Harvard Pilgrim Health Care Inc	E80	1,975,149,186	12	4	33%
9	Children's Hospital Corporation dba Children's Hospital Boston	E24	1,659,001,037	45	8	18%
10	Beth Israel Deaconess Medical Center, Inc.	E22	1,640,857,901	16	5	31%
11	Boston Medical Center Health Plan Inc	E80	1,569,327,295	13	4	31%
12	Mitre Corporation	U40	1,542,118,000	17	2	12%
13	Northeastern University	B40	1,409,056,955	37	10	27%
14	Dana-Farber Cancer Institute, Inc.	E20	1,376,438,946	75	28	37%
15	Boston Medical Center	E20	1,249,591,724	30	16	53%
16	Baystate Medical Center Inc	E22	1,220,153,232	24	7	29%
17	Fallon Community Health Plan Inc	E80	1,156,986,586	10	3	30%
18	Boston College Trustees	B43	1,090,130,860	48	13	27%
19	Tufts University	B43	936,861,913	41	15	37%
20	Health New England & Subsidiaries	E31	933,880,671	13	3	23%
21	Lahey Hospital & Medical Center	E31	921,276,779	25	9	36%
22	Partners Healthcare	E21	883,966,094	19	7	37%
23	Cape Cod Healthcare Inc and Affiliates	E21	839,010,085	17	3	18%
24	Commonwealth Care Alliance Inc	E80	833,898,865	13	2	15%
25	Southcoast Hospitals Group Inc	E22	830,076,919	19	4	21%
25	South Shore Hospital Inc	E22	573,513,210	56	18	32%
26	Charles Stark Draper Laboratory Inc	U40	676,333,609	12	3	25%
27	Reliant Medical Group Inc	E99	673,273,320	20	6	30%
29	Berkshire Medical Center Inc	E22	494,379,927	20	5	25%
30	Harvard Pilgrim Health Care of New England Inc	E31	490,940,502	10	3	30%
31	The Lowell General Hospital	E22	457,872,238	15	3	20%
32	Brandeis University	B43	442,893,793	39	16	41%
33	Faculty Practice Foundation Inc	E31	365,892,079	14	9	64%
34	Broad Institute Inc	H20	362,434,099	16	3	19%
35	Worcester Polytechnic Institute	B43	356,507,124	31	12	39%
36	Mount Auburn Hospital	E22	350,468,361	26	5	19%
37	Northeast Hospital Corporation	E22	348,795,345	18	2	11%
38	Williams College	B43	341,354,597	18	8	44%
39	Smith College	B40	339,440,389	31	29	94%
40	Amherst College Trustees	B43	329,573,554	36	10	28%
41	Suffolk University	B50	314,034,200	23	11	48%
42	Winchester Hospital	E22	301,787,376	26	5	19%
43	Massachusetts College of Pharmacy and Allied Health Sciences	B40	297,006,177	21	8	38%
44	Lahey Clinic	E24	295,365,299	26	9	35%
45	Elderhostel DBA Road Scholar	B60	292,240,305	18	11	61%
46	Management Sciences for Health, Inc.	E70	288,127,337	12	5	42%
47	Bentley University	B50	287,666,354	24	7	29%
48	Wellesley College	B44	284,775,381	32	26	81%
49	Children's Pediatric Associates Inc (prev Childrens Hospital Ped Assoc)	E31	284,698,479	17	2	12%
50	JSI Research & Training Institute Inc	E70	278,469,004	13	4	31%
51	Berklee College of Music Inc	B42	276,118,541	40	10	25%
52	The Mercy Hospital Inc	E22	274,093,508	8	3	38%
53	Brockton Hospital Inc	E22	269,273,633	19	5	26%
54	Melrosewakefield Healthcare Inc	E22	264,947,420	18	7	39%



2016 Revenue Ranking	Organization Name	NTEE Code	Revenue in Dollars	Total Board Seats	Total Women Board Seats	% Women on Board
55	Baystate Medical Practices Inc	E31	263,025,111	29	10	34%
56	Massachusetts Eye and Ear Infirmary	E24	260,117,429	16	2	13%
57	Stavros Center for Independent Living Inc	P80	248,538,550	7	4	57%
58	New England Baptist Hospital	E22	246,938,779	16	2	13%
59	Lawrence General Hospital	E22	242,078,609	15	5	33%
60	Tufts Medical Center Physicians Organization Inc	E30	239,821,693			
61	Beth Israel Deaconess Hospital Plymouth Inc	E22	237,753,515	19	5	26%
62	Babson College	B40	232,808,076	40	10	25%
63	College of the Holy Cross	B45	228,404,886	43	11	26%
64	Combined Jewish Philanthropies of Greater Boston, Inc.	T19	225,539,678	44	20	45%
65	Harvard Business School Publishing Corporation	A33	221,530,442	13	2	15%
66	Emerson College	B43	220,527,783	26	8	31%
67	Emerson Hospital	E22	220,155,824	17	5	29%
68	Woods Hole Oceanographic Institute	U20	215,727,317	6	1	17%
69	Simmons University	B43	207,763,500	20	14	70%
70	Milford Regional Medical Center Inc	E22	206,246,567	17	6	35%
71	Seven Hills Foundation Inc.	P82	193,871,509	17	6	35%
72	Northeast Arc, Inc.	P82	192,732,382	23	10	43%
73	Trustees of Mount Holyoke College	B43	191,654,205	31	28	90%
74	Lahey Clinic Affiliated Services, Inc.	E24	190,306,116	28	3	11%
75	Childrens Medical Center	E24	187,825,277	19	5	26%
76	ISO New England Inc	W80	181,579,382	10	3	30%
77	Atrius Health Inc	E31	178,905,663	15	6	40%
78	Sturdy Memorial Hospital Inc	E22	178,385,324	20	3	15%
79	Southcoast Physicians Group Inc	E30	178,266,214	7	1	14%
80	Somerville Hospital	E22	173,696,061	18	8	44%
81	Merrimack College	B46	171,201,736	25	4	16%
82	Wentworth Institute of Technology	B40	170,734,826	27	5	19%
83	Action for Boston Community Development	P28	168,858,744	51	26	51%
84	American Student Assistance (Massachusetts Higher Education Assistance Corporation)	B40	164,797,110	12	7	58%
85	Clark University	B43	164,743,440	30	10	33%
86	WGBH Educational Foundation	A30	161,607,436	30	14	47%
87	Springfield College	B43	161,422,846	14	8	57%
88	New Horizons at Choate Inc	T20	159,664,819	9	3	33%
89	Justice Resource Institute Inc	P99	148,986,699	16	8	50%
90	Trustees of Phillips Academy	B25	148,126,618	22	9	41%
91	City Year, Inc.	O50	146,121,099	31	10	32%
92	Brighton Marine Health Center Inc	E22	145,362,709	13	2	15%
93	Endicott College	B40	143,845,962	28	15	54%
94	Clinton Health Access Initiative Inc	Q02	142,953,258	17	5	29%
95	Stonehill College Inc	B43	140,801,187	34	8	24%
96	East Boston Neighborhood Health Center Corp	E32	140,192,378	11	8	73%
97	Harrington Memorial Hospital Inc	E22	138,238,434	15	3	20%
98	Metro Housing	L21	136,905,667	25	7	28%
99	Education Development Center, Inc. (EDC)	B90	135,339,260	15	7	47%
100	Massachusetts Medical Society	E03	135,235,863	11	4	36%
101	Pathfinder International	E40	130,194,450	20	13	65%
102	Hebrew Rehabilitation Center	E91	129,642,654	16	6	38%
103	Vinfin Corporation	P82	129,268,264	6	1	17%
104	Anna Jaques Hospital	E22	125,063,755	24	6	25%
105	Massachusetts Eye and Ear Associates Incorporated	E31	122,834,027	20	5	25%
106	Wheaton College	B47	119,835,992	20	5	25%
107	Cambridge Health Alliance Physicians Organization Inc	E31	118,299,137	18	8	44%
108	Heywood Hospital	E20	117,400,309	21	6	29%



2016 Revenue Ranking	Organization Name	NTEE Code	Revenue in Dollars	Total Board Seats	Total Women Board Seats	% Women on Board
109	The Boston Foundation	T31	114,653,758	21	7	33%
110	Museum of Fine Arts	A51	113,259,858	7	3	43%
111	Lesley University	B43	113,128,556	23	13	57%
112	May Institute Inc.	P82	110,973,930	14	7	50%
113	Assumption College	B43	110,900,728	30	7	23%
114	Partners In Health a Nonprofit Corporation	E21	109,067,193	65	31	48%
115	Beth Israel Deaconess Hospital Milton, Inc	E22	106,317,528	20	5	25%
116	Year Up Inc	B41	105,707,650	22	6	27%
117	CHMC Anesthesia Foundation Inc	E31	102,937,341			
118	Barr Foundation	T22	102,752,110	5	2	40%
119	Eliot Community Human Services Inc	P20	100,134,399	12	5	42%
120	Bay Cove Human Services, Inc	P80	98,245,729	22	8	36%
121	Baystate Franklin Medical Center	E22	97,217,896	24	7	29%
122	Hampshire College Trustees	B48	94,630,018	30	14	47%
123	Center for Human Development, Inc	P99	93,625,191	16	8	50%
124	Lasell College	B43	93,598,061	20	8	40%
125	Gordon College	B49	91,081,027	27	10	37%
126	South Shore Medical Center	E20	89,722,726	15	6	40%
127	Community Day Care Center of Lawrence, Inc	B90	88,917,682	11	5	45%
128	The Greater Boston Food Bank	K31	87,384,083	19	7	37%
129	Whidden Memorial Hospital Inc (CHA Everett Hospital)	E22	86,411,269	18	8	44%
130	Fenway Community Health Center, Inc.	E99	85,347,361	23	9	39%
131	Joslin Diabetes Center, Inc	G80	85,159,175	14	4	29%
132	Boston Symphony Orchestra, Inc.	A69	84,738,790	61	20	33%
133	New England Center for Children Inc	P82	82,583,531	16	5	31%
134	American International College	B43	82,408,194	24	3	13%
135	National Fire Protection Association	M03	81,917,540	24	6	25%
136	Medical Care of Boston Management Corporation (DBA Affiliated Physicians group)	E31	81,835,434	29	8	28%
137	Emmanuel College	B43	81,287,840	26	17	65%
138	Community Teamwork, Inc 1	P99	80,243,949	25	14	56%
139	Lynn Community Health Inc	E30	76,858,449	18	8	44%
140	Milton Academy	B20	76,519,464	34	11	32%
141	South Middlesex Opportunity Council, Inc	P20	75,812,306	25	11	44%
142	Baystate Wing Hospital Corporation	E22	75,337,541	17	6	35%
143	YMCA Greater Boston	P20	72,382,373	27	12	44%
144	Massachusetts Society for the Prevention of Cruelty to Animals	D20	65,480,974	16	11	69%
145	Perkins School for the Blind	B28	60,169,859	25	10	40%
146	Museum of Science	A57	55,968,388	47	20	43%
147	Whitehead Institute for Biomedical Research	B43	55,886,798	18	4	22%
148	Trustees of Deerfield Academy	B25	50,448,438	25	8	32%
149	Institute for Healthcare Improvement	E19	49,815,688	16	4	25%
150	Accion International	Q32	40,829,047	11	4	36%

# 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 provides board education, 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 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 2013, a subcommittee of the NPBC has produced The Boston Club’s biennial *Census of Women Directors and Chief Executives of Massachusetts’ Largest Nonprofit Organizations*.

## Nonprofit Board Committee

Kathleen E. Lynch, Co-Chair	Vivian J. Hsu
Carol E. Thomas, Co-Chair	Lisa J. Jensen
Beverly A. Brown	Mary Ann Lerner
Jean Patel Bushnell	Patricia J. Mullin
Carol A. Carlson	Maura Murphy
Kathleen K. Collins	Merrill S. Puopolo
Patricia H. Deyton	Betsy Rigby
Asa Fanelli	Michele G. Scavongelli
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Jocelyn L. Frederick	Pamela Stahl
Lina Gallotto	Abbie J. Von Schlegell
Megan N. Gates	Anna X. Xia
Sada M. Geuss	
Deborah Gray	

## 2019 Nonprofit Board Census Committee

Beverly A. Brown, Chair	Elisa van Dam, <i>ad hoc</i>
Constance F. Armstrong	Renata Breytman Kersus, <i>ad hoc</i>
Lisa A. Cohen	Karyn L. Martin, <i>ad hoc</i>
Patricia H. Deyton	
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Appreciation and thanks go to the officers of the nonprofit organizations who responded to our requests to verify and update the *Census* data.

## Endnotes

1. Cohen, Lisa A. "Intentional Nonprofit Board Service." 2018
2. Greenberg, Danna, and Murphy, Wendy Marcinkus. "How Women Become Leaders on Nonprofit Boards." 2018
3. 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 ten 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

# Methodology

Annual revenue is the primary criterion for inclusion in the list of the largest 150 nonprofit organizations included in *The 2019 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 2016. Forms 990 were obtained from the website GuideStar as of November 5, 2018. Organizations which had not yet posted 2016 Form 990 on GuideStar by that date are not included in the *Census*. Private and other foundations were excluded from the report as were business that operate in Massachusetts but are headquartered in other states.

Information on members of boards and chief executive officers of the 150 largest nonprofits is included in this *Census*. Information on board members and chief executives was obtained from the organizations' websites or other publicly available sources. Names and genders of board members were verified for 148 (98.6%) of the organizations; names, genders, and race/ethnicity of chief executives were verified for 148 (98.6%) organizations. Organizations with unverified data are noted in the Appendix; however, all data collected was used in the analyses for this report.

