

# Central Ohio Leadership Census

The Institute on Women

Otterbein University

Women for Economic and Leadership Development





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# CENTRAL OHIO LEADERSHIP CENSUS

A Joint Project of WELD, Otterbein University, and The Institute on Women

## PARTNER ORGANIZATIONS

### The Institute on Women

The Institute on Women is an independent not-for-profit organization whose mission is to improve the lives of the 5.9 million women and girls in Ohio by serving as a data-rich resource for strategic change. Our work involves the collection, analysis, and dissemination of research that clearly communicates the status of women and girls in our state across a wide range of social, economic, and political indicators, from their economic status and educational attainment to health and well being. ([instituteonwomen.org](http://instituteonwomen.org))

### Otterbein University

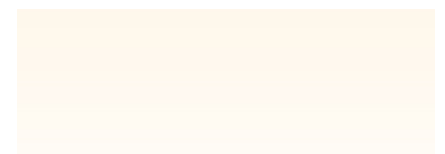
Otterbein opened its doors in 1847 with women on the faculty and in its classrooms. Adopting a truly coeducational approach to higher education was unprecedented at the time. Today the institution remains committed to inclusiveness in an environment that fosters the development of strong leadership skills. Its focus on experiential learning encourages students to extend their learning beyond the boundaries of the campus out into the community and beyond. An Otterbein education leads to two transcripts. The first documents traditional course work; the second documents student experiences beyond the classroom. These experiences include community service, global engagement, internships, and independent research. Women constitute 64 percent of the 3,100 undergraduate and graduate students enrolled. ([otterbein.edu](http://otterbein.edu))

### Women for Economic and Leadership Development (WELD)

WELD's mission is to increase the number of women in business and government leadership in central Ohio. WELD provides women with specific tools and skills to enhance their individual economic status. Our efforts help mobilize women to become more active participants in the leadership of area businesses, civic organizations and government. We do this by building programs, events, and a community to support leadership development and business growth. ([weldoh.org](http://weldoh.org))



**OTTERBEIN**  
UNIVERSITY



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## ***The Business Case for Diversity***

*Companies with the  
most female board  
members  
outperform  
companies with the  
fewest by a 53%  
higher return on  
equity and with a  
66% increase in  
return on capital.*

*Catalyst*

*2007*

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## METHODOLOGY

The information in this report was compiled from publicly available information sources for organizations headquartered in the Columbus Metropolitan Statistical Area in 2010 (Franklin, Delaware, Morrow, Union, Madison, Pickaway, Licking, and Fairfield counties).

These sources included organizational websites, required SEC and IRS filings, relevant media websites, and online business and philanthropic research services. Every attempt has been made to analyze the most current information available at the time of publication.

All reasonable steps have been taken to confirm the data and ensure their accuracy. Information only available through secondary sources that could not be confirmed through direct contact with the organization was excluded. The researchers take full responsibility for the data and any errors it may contain, and welcome corrections or updates at [colc@instituteonwomen.org](mailto:colc@instituteonwomen.org) or 614.859.9469.

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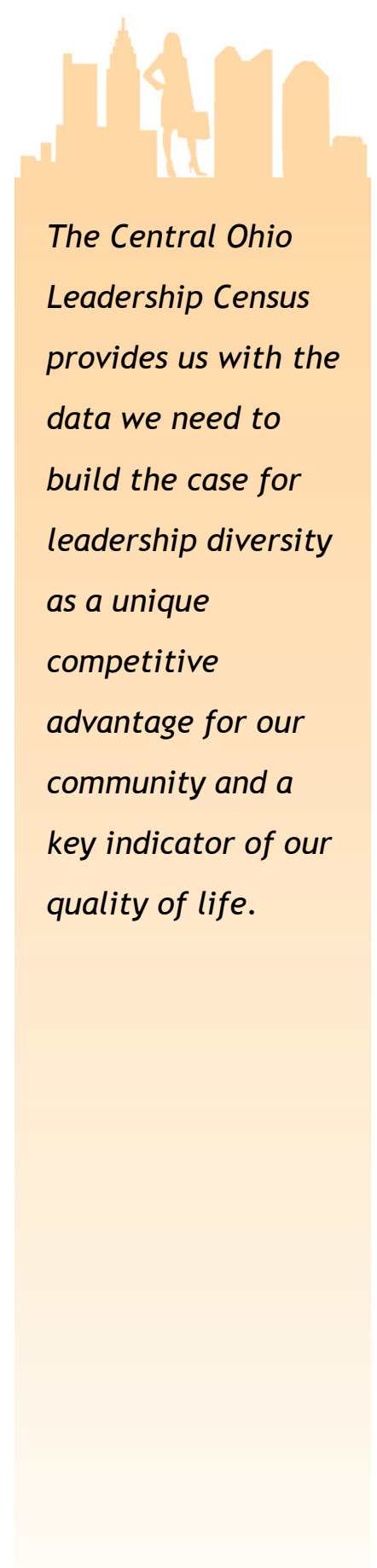
## EXECUTIVE SUMMARY

The positive economic impact that women can have when they bring diversity to senior leadership has been documented in numerous studies applicable to all types of organizations and institutions. Organizations as diverse as McKinsey & Co., the Conference Board and Catalyst as well as numerous independent and academic researchers have concluded that having women at the table does make a difference.

Motivated in part by this research, WELD (Women for Economic and Leadership Development), The Institute on Women, and Otterbein University have joined forces to create the Central Ohio Leadership Census. The project's goals are to establish an annual accounting of women's participation in key leadership positions in the central Ohio community and to encourage the use of gender equity strategies in the economic development initiatives for the Greater Columbus area.

### Central Ohio Leadership Census

	Female Executive Officers	Female Chief Executive	Female Board Members	Size Of Organization
Public Companies (30 companies)	12.8%	0.0%	12.6%	Revenues: \$5 million to \$99 billion
Top Private Companies (48 companies)	Sept 2011	8.3%	Sept 2011	Revenues: \$90 million to \$20 billion
Government (Elected officials in 11 jurisdictions)	29.4%	25.0%	25.5%	Population: 34,435 to 11.5 million
Colleges & Universities (12 organizations)	41.8%	25.0%	34.7%	Student Enrollment: 217 to 57,000
Nonprofit Organizations (48 organizations)	57.7%	39.6%	39.5%	Revenues: \$4 million to \$55 million
Updated: May 18, 2011				



*The Central Ohio Leadership Census provides us with the data we need to build the case for leadership diversity as a unique competitive advantage for our community and a key indicator of our quality of life.*

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## ***The Business Case for Diversity***

*Companies with higher proportions of women on their management committees were also the companies with the best performance in terms of equity, operational results and share price.*

**McKinsey & Co.**

**2007**

## **EXECUTIVE SUMMARY**

To develop the Central Ohio Leadership Census, The Institute on Women analyzed the boards, chief executives, and executive officers of the largest organizations and entities headquartered in Central Ohio in five broad categories: publicly-traded companies (30 organizations), the largest private companies (48), governmental jurisdictions (11), colleges and universities (12), and nonprofit organizations (48). The information used to compile the results came from publicly available sources and was the most current data available at the time of publication.

### **Where We Stand**

The results of this first Central Ohio Leadership Census make it clear where we are strong in terms of the engagement of women in leading our community, and they make it clear where there is still much work to be done.

### **Board Members**

- The percentage of seats held by women on the boards of publicly-traded companies in central Ohio is 12.6% compared to 15.7% nationally.
- In spite of new disclosure requirements on diversity considerations from the Securities & Exchange Commission (SEC), 11 of the 30 companies have no women on their boards.
- Information on women's participation on the boards of private companies will be released in September 2011.
- 25.5% of county commissioners in the Columbus Metropolitan Statistical Area (MSA), Columbus City Council members, and members of the Central Ohio delegation to the state legislature and Congress are female.
- The percentage of female board members in colleges and universities headquartered in Central Ohio is 34.7%, although it ranges from 17.6% to more than 51% in individual institutions.
- 100% of the largest nonprofit organizations have women on their boards - in total, 39.5% of nonprofit board members are women, and 11 organizations have boards where women hold 50% or more of the seats.

### **Chief Executives**

- There are no women serving as CEO of any of the area's public companies.
- Of the 48 largest private companies in Central Ohio included in the research, only four have a female CEO (8.3%).

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## EXECUTIVE SUMMARY

- In the 11 jurisdictions included in this analysis, Marilyn Brown (Franklin) and Judith Shupe (Fairfield) currently serve as presidents of their county board of commissioners and are included in calculating an indicator for chief executives in governmental entities.
- 25% (3 out of 12) of the area's colleges and universities are headed by women.
- 39.6% of the area's 48 largest not-for-profit organizations included in this report are led by women.

### Executive Officers

- 12.8% of the individuals identified as executive officers in the public companies headquartered in central Ohio are female.
- Information on women's participation as executive officers of private companies will be released in September 2011.
- Women are 29.4% of the elected officials who hold executive level positions, such as auditor and treasurer at the county level in the Columbus MSA.
- 41.8% of the executive officers of Central Ohio's colleges and universities are female.
- 57.7% of nonprofit executive officers in Central Ohio are female, and 33 organizations have executive teams where women hold 50% or more of the positions.

The partners in the development of this census believe that anyone serious about the economic vitality of central Ohio should care about these numbers—they are evidence of barriers that still exist for the effective utilization of talent in our community. Women in central Ohio are 51% of the population and 47.5% of the labor force, and they outnumber men in terms of adults with bachelor's degrees.

The Central Ohio Leadership Census gives us the data we need to build the case for making leadership diversity a competitive advantage in our community and a key indicator of our quality of life.



***Diversity Can  
Become a  
Competitive  
Advantage***

*There is no  
development  
strategy more  
beneficial to society  
as a whole - women  
and men alike - than  
the one which  
involves women as  
central players.*

***Kofi Annan***

***Former Secretary-General  
of the United Nations***

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*Women are important business stakeholders whose interests must be known and represented on the boards of companies who sell products and services to them, who employ them, or who contract with some of them for services or products, and whose shares are held by many of them.*

**Irene Natividad**  
**Founder and President**  
**GlobeWomen, Inc.**

## PROJECT BACKGROUND

In 2010, WELD (Women for Economic and Leadership Development) and The Institute on Women, with the support of Otterbein University, agreed on a plan to develop an annual census of women in leadership roles in central Ohio across four sectors: business, government, nonprofit and higher education. The census would look at three categories of leaders: chief executives, boards of directors or trustees, and executive officers.

The results of the census were announced at the Annual WELD Keynote Event in March 2011. The initial release focused on the aggregate numbers in order to establish a baseline in each of the categories and in each of the sectors. These baselines provide a place to start the conversation about how the involvement of women in senior leadership roles in our community could become a unique strategic advantage in the area's recently re-energized economic development efforts.

## Precedent

Previous efforts to document the presence of women in key leadership roles in the community have included an annual analysis of corporate boards in 2001-2003 and the release of the Central Ohio Power Index in 2004-2006. The Power Index provided a set of benchmarks that reflected women's parity with men in 13 leadership categories relating to business and government for central Ohio - the categories ranged from participation on the boards of publicly held companies to presence among elected officials. Similar to the Central Ohio Leadership Census, the scores in the Power Index were derived from publicly available information, including: area business publications; City of Columbus, Franklin County and State of Ohio websites; Center for Women's Business Research; Center for American Women and Politics; and corporate SEC filings.

In addition, Catalyst has been producing national data on Fortune 500 boards and executive officers for close to a decade (they also produce reports for Canada and Israel). Other states and regions have also produced similar reports (see Appendices for summary). A comparison of Columbus MSA results to the 16 benchmark cities as identified by the Columbus Partnership (where available) will be released Summer 2011.



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## WHY IT MATTERS

Much has been written about the economic impact of women; with their control of consumer spending, their command of post-secondary educational enrollment and graduation, and their rapidly growing numbers among the paid labor force over the past couple of decades around the world, women have become, according to *The Economist*, “the most powerful economic engine of global growth” (2006).

Numerous studies have documented the direct, positive correlation between the participation of women on the boards and senior management teams of organizations and overall organizational performance. In this section, we highlight just a few of the most widely recognized studies.

### The Conference Board of Canada

One of the earliest studies of the economic impact of women’s participation on corporate boards was conducted by The Conference Board of Canada. Their study tracked the performance of companies with two female board members in 1995 to 2001. What they found was that the companies with women board members were much more likely to be leaders when ranked by revenue or profit when compared to companies without women board members (*Women on Boards: Not Just the Right Thing . . . But the “Bright” Thing*, by David A.H. Brown, Debra L. Brown and Vanessa Anastasopoulos, 2002).

### Catalyst

**Catalyst**, an international membership organization committed to expanding opportunities for women and business, has conducted extensive research on the impact of women in senior leadership on business performance. Beginning in 2004 with a study of four years of data from more than 350 Fortune 500 organizations, Catalyst has documented the positive impact on financial performance that results from women’s participation on senior management teams and on corporate boards. Their findings have included:

- Companies with the most women board directors outperform those with the least by 53 percent on return on equity, 42 percent on return on sales and 66 percent on return on invested capital. (*The Bottom Line: Corporate Performance and Women's Representation on Boards*, 2007)
- In addition, companies that consistently include higher numbers of women on their boards significantly outperform those with consistently low numbers of women by 84 percent on return on sales and 46 percent on return on equity. (*The Bottom Line: Corporate Performance and Women's Representation on Boards*, 2011).



*Now is the time to realize and harness the positive effect that women’s economic empowerment and leadership can have on the global economy.*

**Groundbreakers  
Report  
Ernst & Young  
2009**

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## Diversity Prediction Theorem

*The level of a firm's  
diversity should be  
thought of in the  
same way as you'd  
think of any other  
strategic variable.*

**Scott Page  
University of  
Michigan  
In E&Y's  
Groundbreakers  
Report**

## WHY IT MATTERS

### McKinsey & Co.

McKinsey & Co. conducted its own research on the relationship between women's participation in organizational leadership and performance and released one of the most frequently cited studies in *Women Matter: Gender Diversity, a Corporate Performance Driver* in 2007. Their analysis included a review of companies with their own proprietary diagnostic tool, which revealed that the companies with three or more women in senior management functions scored higher on their nine performance metrics than organizations with no women at the top. McKinsey also analyzed the financial performance of 89 companies with the highest levels of gender diversity and compared those results to the company's industry sector, finding that the selected companies outperformed their sector on return on equity (11.4% vs. 10.3%), operating results (11.1% vs. 5.8%) and stock price growth (64% vs. 47%).

### Roy D. Adler, Pepperdine University

The late Professor Roy Adler and his colleagues at Pepperdine University tracked the performance of Fortune 500 companies with a record of promoting and advancing women for a number of studies on business performance beginning in 2001. The first study analyzed data from more than 200 Fortune 500 companies and included an analysis of women's representation among the firms' executive leadership for the previous 22 years.

Adler described the results of this study as "rather astonishing," finding that the 25 best firms for women in terms of executive participation outperformed industry medians with overall profits 34 percent higher (calculated as a percentage of revenue) and 69 percent higher in return on equity. The results were confirmed in additional studies in 2004-2007, leading Adler to conclude that "the correlation between high-level female executives and business success has been consistent and revealing" in a Miller-McCune Research essay, *Profit, Thy Name Is ... Woman?* (2009).

### Ernst & Young

In their report, *Groundbreakers: Using the Strength of Women to Rebuild the World Economy*, (2009) Ernst & Young brings together much of research on women and corporate performance to focus on the economic crisis of the past three years. The report acknowledges that the barriers that still exist keep companies and countries from realizing the full benefit of their human capital. The report concludes that now, in the midst of economically challenging conditions, "is the time to realize and harness the positive effect that women's economic empowerment and leadership can have on the global economy."

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## BENCHMARKING OUR PROGRESS

Central Ohio Comparison to National Data		Central Ohio	National Data
Public Companies	CEOs	0.0%	2.2%
	Board Members	12.6%	15.7%
	Executive Officers	12.8%	14.4%
Private Companies	CEOs	8.3%	9.0%
Government	CEOs	25.0%	12.0% <sup>1</sup>
	Board Members	25.5%	23.0% <sup>2</sup>
	Executive Officers	29.4%	21.8% <sup>3</sup>
Colleges & Universities	Presidents	25.0%	23.0%
	Board Members	34.7%	31.0%
	Executive Officers	41.8%	44.6%
Nonprofit Organizations	CEOs	39.6%	47.0%
	Board Members	39.5%	43.0%
	Executive Officers	57.7%	48.0%

### National Data Sources :

Public Companies: 2011 Fortune 500 (fortune.com), Catalyst, 2011 March Updates (catalystwomen.org)

Private Companies: Inc. 500, 2010 Top Ten Female CEOs (inc.com)

Government: Center for American Women and Politics, 2011 Facts & Figures (cawp.rutgers.edu)

<sup>1</sup> Comparison: Female governors

<sup>2</sup> Comparison: US Congressional Representative and State Legislatures

<sup>3</sup> Comparison: Women holding statewide executive office

Higher Education: American Council on Education, The American College President 2007 (acenet.org); Association of Governing Boards of Universities and Colleges, 2007; On the Pathway to the Presidency, American Council on Education and College and University Professional Association for Human Resources

Not-for-Profit Organizations: BoardSource 2010 Governance Index, GuideStar 2008 Annual Survey



*The percentage of seats held by women on boards of public companies ranges from 18.4% in the NYC Metro to 8.3% in Tennessee for the fourteen regions included in ION's annual report.*

**Inter Organizational Network (ION),**

**2011**

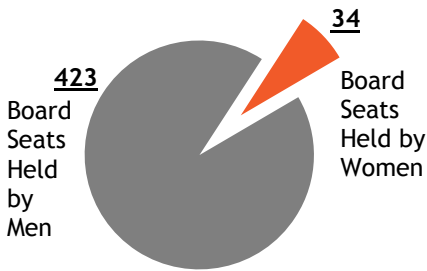
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## LOOKING BACK

Back in 2001, 52 publicly-traded companies were headquartered in central Ohio. By 2003, that number had dropped to 40.



## Central Ohio Board Census, 2001-2003\*

	2003	2002	2001
Number of Public Companies headquartered in Greater Columbus	40	48	52
Number of Seats on Boards of Public Companies headquartered in Greater Columbus	342	425	457
Number of Seats on Boards of Public Companies in Greater Columbus Held by Women	35	35	34
Percentage of Seats on Boards of Public Companies in Greater Columbus Held by Women	10.23%	8.24%	7.44%
Number of Public Companies in Greater Columbus With No Women on Their Boards	16	21	25
Percentage of Public Companies in Greater Columbus With No Women on Their Boards	40%	44%	48%

*Scotts Miracle-Gro Co. is the only area company to make the honor roll in 2003 and 2011 with women holding 25% or more of the seats on their board of directors in both years.*

## Board Honor Roll—2003\*

### Companies Where Women Held 25% or More Board Seats

	Percent	Total	Female
Scotts Co.	33%	12	4
Too Inc.	33%	9	3
Limited Brands Inc.	25%	12	3
Wendy's International Inc.	25%	12	3

\*Source: Julie Graber, personal research.

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## PUBLIC COMPANIES IN CENTRAL OHIO

The following information pertains to publicly-traded companies headquartered in central Ohio and is current through March 2011.

30*	Organizations included in analysis
<b>Board Members</b>	
19	Number of organizations with women serving on their boards
12.6%	Percentage of board members who are female
11	Number of organizations with no women on their boards
3	Number of organizations where women hold 25% or more of the board seats
<b>Chief Executives</b>	
0	Number of organizations are headed by a female CEO
<b>Executive Officers</b>	
12.8%	Percentage of executive officers who are female
4	Number of companies where women hold 30% or more of the executive officer positions
14	Number of companies with no female executive officers
46.7%	Percentage of companies with no female executive officers

\*Does not include Retail Ventures due to pending merger with DSW Inc.

### Chief Executive Officers

There are no female chief executives among Central Ohio's publicly-traded companies. Only one woman has ever served as CEO in a public company in the area: Kerri Anderson, who served as the CEO of Wendy's in 2006-2008.

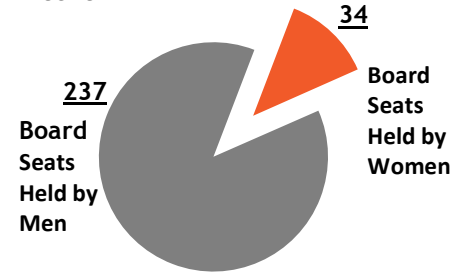
#### Women Who Have Served as the CEO of a Public Company Headquartered in Central Ohio

Kerri Anderson	Wendy's International Inc.	2006-2008
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**Snapshot: 2011**

COLC-2011



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## Lack of Progress

While the percentage of seats held by women on the boards of public companies headquartered in central Ohio has increased by more than 70% since 2001, the actual number of seats held by women is the same: 34 seats total.

## PUBLIC COMPANIES IN CENTRAL OHIO

### Boards

According to Catalyst, which produces annual updates on women in corporate leadership, 15.7% of Fortune 500 board seats were held by women in 2010. Here in central Ohio, the percentage of seats held by women on the boards of publicly-traded companies is 12.6%.

In 2010, there were three area public companies where women held 25% or more of the board seats.

### Companies with 25% or more of board seats held by women

	Percent	Total	Women
Scotts Miracle-Gro Co.	27.3%	11	3
DSW Inc.	27.3%	11	3
Cardinal Health Inc.	25.0%	12	3

In 2010, the Securities & Exchange Commission required companies to disclose the extent to which board diversity was given consideration in the director nominating process. In spite of this attempt to encourage boards to address the issue of diversity, 11 area companies have no female board members.

### Companies with No Female Board Members

Bravo Brio Restaurant Group Inc.	Oxford Resource Partners LP
Commercial Vehicle Group Inc.	Pacer International
Core Molding Technologies Inc.	Pinnacle Data Systems Inc.
Glimcher Realty Trust	Rocky Brands Inc.
Huntington Preferred Capital Inc.	SCI Engineered Materials Inc.
Neoprobe Corp.	

### Women of Color

Of the 30 female board members for whom race/ethnicity could be obtained, seven (23.3% of the 30) are women of color.\* Overall, women of color hold 2.6% of the board seats in Central Ohio, which compares with 3.1% nationally (Catalyst, 2010).

	Local	National*
Women of Color as a Percent of Female Directors	23.3%	19.1%
Women of Color as a Percent of All Directors	2.6%	3.1%

\*woman of color: includes any woman who would identify herself as something other than white/Caucasian.

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## PUBLIC COMPANIES IN CENTRAL OHIO

### Executive Officers

For purposes of consistency, only those individuals identified by the companies as “executive officers” in their SEC filings were included in the following numbers and analysis.

Four companies in central Ohio identified women for 30% or more of their executive officer positions. Limited Brands Inc. actually achieved parity in their executive officer ranks in 2010, followed closely by Abercrombie & Fitch.

### 30% or More of Executive Officers are Female

	Percent	Total	Male	Female
Limited Brands Inc.	50.0%	6	3	3
Abercrombie & Fitch	40.0%	5	3	2
State Auto Financial Corp.	33.3%	9	6	3
Express Inc.	30.0%	10	7	3

Unfortunately the number of companies with no women in their executive officer ranks is even higher than the number of companies with no women board members—14 companies reported no women serving as executive officers in their SEC filings.

### Companies with No Female Executive Officers

Bravo Brio Restaurant Group Inc.	Neoprobe Corp.
Commercial Vehicle Group Inc.	Pacer International
Core Molding Technologies Inc.	Park National Corp.
Diamond Hill Investment Group Inc.	Pinnacle Data Systems Inc.
Huntington Preferred Capital, Inc.	Rocky Brands Inc.
Lancaster Colony Corp.	SCI Engineered Materials Inc.
M/I Homes Inc.	Worthington Industries Inc.

### Companies with No Female Board Members OR Executive Officers

Bravo Brio Restaurant Group Inc.

Commercial Vehicle Group Inc.

Core Molding Technologies Inc.

Huntington Preferred Capital

Neoprobe Corp.

Pacer International

Pinnacle Data Systems Inc.

Rocky Brands Inc.

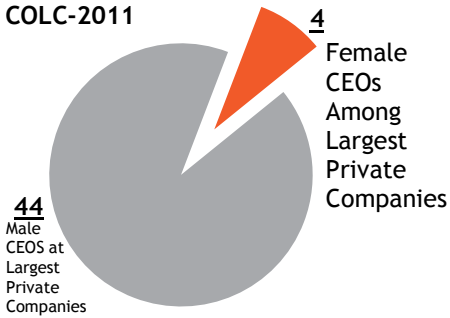
SCI Engineered Materials Inc.

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COLC-2011



## PRIVATE COMPANIES

Forty-eight of the largest private organizations (based on revenues) in the Columbus MSA have been included in the Central Ohio Leadership Census. Chief executive information is provided here; follow-up releases will provide additional information on the presence of women in the leadership of these companies.

48	Number of organizations included in analysis
<b>Chief Executives</b>	
4	Number of organizations headed by a female CEO
8.3%	Percentage of organizations with a female CEO
<b>Board Members : to be released Sept 2011</b>	
<b>Executive Officers: to be released Sept 2011</b>	

### Female CEOs of Private Companies\*

Overall Rank	Company	Chief Executive	Revenues \$ (000's)
9	Delta Energy LLC	Sheri Tackett	\$ 908,000
16	Travel Solutions Inc.	Tammy Troilo-Krings	\$ 516,000
18	Crane Group Co.	Tanny Crane	\$ 450,000
34	Team Fishel	Diane Keeler	\$ 162,900

*\*Note: Tami Longaberger serves as CEO of Longaberger Co., which in the early 2000s was one of the area's largest privately-held firms. The company no longer releases revenue information, and therefore is not included in the analysis above.*



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## GOVERNMENT

This analysis covers elected officials for the Columbus MSA and does not include elected officials in the judicial branch.

11	Jurisdictions included in analysis*
Board Members	Congressional and state legislative elected officials, Columbus City Council and boards of county commissioners
25.5%	Of these elected officials are female
5	Counties in Columbus MSA with no female county commissioners
Executive Officers	Executive-level elected officials for City of Columbus and eight counties in Columbus MSA
29.4%	Of these elected officials are female
*Jurisdictions	Central Ohio delegation to U.S. Congress and the Ohio legislature, City of Columbus, and county-level elected officials in the eight counties in the Columbus MSA.

### Counties in Columbus MSA



### Women of Color

Of the 28 female office holders for whom race/ethnicity could be obtained, seven (25% of the 28) are women of color.



*Only ten women in Ohio have served in the U.S. Congress, and only two of those women have been from central Ohio.*

*Ohio ranks 34th for the percentage of seats held by women in the state legislature.*

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*Countries that do not capitalize on the full potential of one half of their societies are misallocating their human resources and undermining their competitive potential.*

**Women's Empowerment:  
Measuring the Global  
Gender Gap 2005  
World Economic Forum**

## GOVERNMENT

### Female Elected Officials\*

U.S. Congress	No women represent Franklin County in the U.S. Congress (only four women currently serve from Ohio).
Ohio Legislature	Representative Nancy Garland Representative Anne Gonzales Representative Cheryl Grossman Representative Tracy Maxwell Heard Senator Charleta Tavares
City of Columbus	Columbus City Council Member Michelle Mills Columbus City Council Member Eileen Paley Columbus City Council Member Priscilla Tyson Municipal Court Clerk Lori Tyack
Franklin County	Commissioner Paula Brooks Commissioner Marilyn Brown Clerk of Courts Maryellen O'Shaughnessy Coroner Jan Gorniak Recorder Daphne Hawk
Delaware County	Prosecuting Attorney Carol O'Brien Recorder Melissa Jordan Clerk of Courts Jan Antronoplos
Fairfield County	Commissioner Judy Shupe Clerk of Courts Deborah Smalley
Licking County	No county level female elected officials
Madison County	Auditor Jennifer Hunter Clerk of Courts Marie Parks
Morrow County	Auditor Mary Holtrey Recorder Dixie Shinaberry Clerk of Courts Vanessa Mills
Pickaway County	Commissioner Ula-Jean Metzler Prosecuting Attorney Judy Wolford Auditor Melissa Betz Recorder Joyce Gifford
Union County	Treasurer Donna Rausch Auditor Andrea Weaver Recorder Teresa Markham Clerk of Courts Teresa Nickle

**\*Note: Does not include judiciary**

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## COLLEGES AND UNIVERSITIES

There was a time in the not-so-distant past that women led many of the largest colleges and universities headquartered in Central Ohio. Changes in leadership at OSU and Columbus State, where men were tapped to replace the departing female leader, have reduced the number of female presidents in higher education to three.

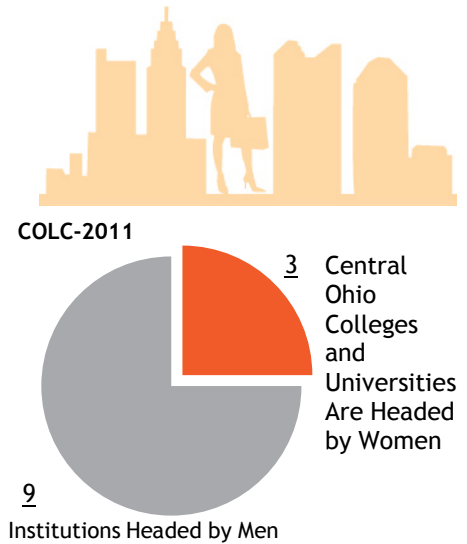
In 2011, 12 central Ohio colleges and universities were included in the analysis for the Central Ohio Leadership Census. This analysis did not include for-profit institutions, nor does it include institutions offering classes in central Ohio but headquartered outside of the Columbus MSA.

12	Colleges and universities included in analysis
<b>Board Members</b>	
12	Have women serving on their boards
34.7%	Percentage of board members who are female
3	Institutions with boards that are 50% or more female
<b>Chief Executives</b>	
3	Institutions are headed by a female president
25%	Percentage of organizations with female president
<b>Executive Officers</b>	
41.8%	Percentage of executive officers (president's cabinet, administrative council) who are female

### Colleges and Universities with Female Presidents\*

	President
Central Ohio Technical College	Dr. Bonnie L. Coe, PhD
Mt. Carmel School of Nursing	Dr. Ann Schiele, PhD, RN
Otterbein University	Dr. Kathy A. Krendl, PhD

\* No women of color

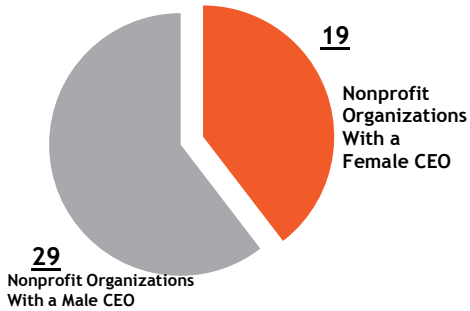


# CENTRAL OHIO LEADERSHIP CENSUS

A Joint Project of WELD, Otterbein University, and The Institute on Women



COLC-2011



## NONPROFIT ORGANIZATIONS

Forty-eight of the area’s largest nonprofits (based on revenues) were included in the Census analysis.

48	Organizations included in analysis
<b>Board Members</b>	
48	Organizations have women serving on their boards
39.5%	Percentage of nonprofit board members who are female
33	Organizations with boards that are 30% or more female
11	Have boards where women hold 50% or more of the seats
<b>Chief Executives</b>	
19	Organizations are headed by a female CEO
39.6%	Percentage of organizations with a female CEO
<b>Executive Officers</b>	
32	Number of organizations where women are 50% or more of the executive officers
57.7%	Percentage of nonprofit executive officers who are female

The number of women leading the largest nonprofit organizations in our community has stayed fairly consistent at approximately 40% over the past decade. Women have led and left organizations such as COSI and Southeast, Inc., while other women have taken over the leadership role at United Way, Goodwill and Children’s Hunger Alliance. Four women who made the Power Index list (top 50) in 2003 are still leading the same organizations today: Sheri Geldin, Marsha Hurwitz, Nannette Maciejunes and Cheri Mitchell.

# CENTRAL OHIO LEADERSHIP CENSUS

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## NONPROFIT ORGANIZATIONS

### Central Ohio Nonprofit Organizations Headed by Women

	Revenues \$ (000)	Chief Executive
Children's Hunger Alliance	61,400	Mary Lou Langenhop
National Youth Advocate Program	44,100	Marvena Twigg
United Way of Central Ohio	43,000	Janet Jackson
Goodwill Columbus	31,400	Marjory Pizzuti
Columbus Area Inc.	12,900	Janie Bailey
Alvis House	12,200	Denise Robinson
Columbus Jewish Federation	11,500	Marsha Hurwitz
Community Shelter Board	11,000	Michelle Heritage
Wexner Center for the Arts	9,700	Sheri Geldin
Columbus Housing Partnership	8,000	Amy Klaben
Columbus Museum of Art	7,700	Nannette Maciejunes
Leo Yassenoff Jewish Community Center	7,500	Carol Folkerth
Girl Scouts of Ohio's Heartland	6,300	Tammy Wharton
YWCA Columbus	6,000	Elfi Di Bella
Legal Aid Society of Columbus	5,700	Maria Soto
Columbus Speech and Hearing Center	5,000	Dawn Gleason
Heritage Day Health Centers	4,900	Erica Drewry
Action for Children	4,900	Diane Bennett
BalletMet Columbus	4,800	Cheri Mitchell

### Women of Color

Confirmation calls to nonprofit organizations included a question regarding the number of women board members and executive officers who would identify themselves as women of color. The following information is based on the responses to that request and is calculated on the number of board members (male and female) whose gender and race could be confirmed.

#### % Who are Women of Color

Board Members	10.2%
Chief Executive Officers	8.3%
Executive Officers	5.6%



# CENTRAL OHIO LEADERSHIP CENSUS

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## NEXT STEPS

From popular magazines to scholarly journals, the recommendations for driving positive change in the number of women in senior leadership roles across all types of organizations are extensive and varied. Many of these recommendations were identified in the Wall Street Journal article titled “A Blueprint for Change”, April 11, 2011.

To quote - “There is growing evidence that the progress of women in America’s workplace has stalled - and is now actually falling backward, The Wall Street Journal convened almost 200 top leaders in government, business and academia not only to discuss the reasons for the slippage, but also to come up with an action plan for how companies, government, and men and women themselves can address it.”

For Central Ohio to effect positive change, results must be measured and serve as the springboard for a community-wide conversation on a vital component of any economic development strategy—including women in top leadership ranks. Our first Central Ohio Leadership Census is the baseline for our metrics, and we will update this Report annually, with the results announced every March at the Annual WELD Keynote Event.

During the next several months WELD will be inviting you to begin a conversation and a collaboration with us, focused on increasing the number of women in leadership positions, focused on improving our central Ohio economy and focused on how we, as a community, can create positive change working together.

# CENTRAL OHIO LEADERSHIP CENSUS

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# CENTRAL OHIO LEADERSHIP CENSUS

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## APPENDICES

### National and Regional Data for Public Companies

Geographic Region and Number of Companies in Sample	Percentage of Board Seats Held by Women	Percent of CEOs Who Are Female	Executive Officers Who are Female	% of Companies with No Female Executive Officers
Columbus MSA (30)	12.6%	0.0%	12.8%	46.7%
California (400)	10.0%	4.0%	NA	NA
Chicago (50)	15.3%	5.9%	15.8%	26.0%
Florida (100)	8.8%	1.0%	6.6%	74.0%
Georgia (150)	8.6%	2.0%	10.5%	56.0%
Kansas/Missouri (43)	9.3%	0.0%	8.8%	51.2%
Maryland (86)	9.2%	2.3%	11.6%	61.6%
Massachusetts (100)	11.3%	3.0%	8.9%	52.0%
Michigan (17)	18.3%	0.0%	15.7%	17.6%
Minnesota (100)	14.3%	6.0%	16.3%	31.0%
NYC Metro (100)	18.4%	5.9%	15.6%	31.0%
Philadelphia (100)	10.7%	3.0%	11.0%	57.0%
Tennessee (72)	8.3%	1.4%	8.5%	67.0%
Texas (97)	10.6%	2.0%	5.1%	73.2%
Wisconsin (50)	12.4%	8.0%	12.9%	40.0%
Nationwide (497)	15.7%	2.6%	14.4%	27.4%

Source: Inter Organizational Network (ION) 7th Annual Census of Corporate Board Directors and Executive Officers in Fourteen Regions, March 2011



# CENTRAL OHIO LEADERSHIP CENSUS

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## WOMEN ON THE BOARDS OF CENTRAL OHIO PUBLIC COMPANIES

Abercrombie & Fitch	Lee	Elizabeth M.
	Brisky	Lauren J.
AEP	Martinez Tucker	Sara
	Goodspeed	Linda A.
Big Lots	Lauderback	Brenda J.
Bob Evans Farms	Krueger	Cheryl L.
	Mallesch	Eileen
Cardinal Health Inc.	Spaulding, MD	Jean G.
	Arnold	Colleen F.
	Cox	Carrie S.
DCB Financial Corp.	Lewis	Vicki J.
Diamond Hill Investment Group Inc.	Skinner	Frances A.
DSW Inc.	Lau	Joanna T.
	Eisenman	Elaine J.
	Friedlander	Carolee
Express Inc.	Mangum	Mylle H.
Greif Inc.	Hook	Judith D.
	Avril	Vicki L.
Huntington Bancshares Inc.	Crane	Ann (Tanny) B.
	Ransier	Kathleen
Lancaster Colony Corp.	Bendapudi	Neeli
Limited Brands Inc.	James	Donna A.
	Wexner	Abigail S.
M/I Homes Inc.	Turney	Sharen J.
Park National Corp.	Buchwald	Maureen
	Wallace	Sarah Reese
R.G. Barry Corp.	Page	Janice P.
Scotts Miracle-Gro Co.	Hagedorn Littlefield	Katherine
	Mistretta	Nancy G.
	Shern	Stephanie M.
State Auto Financial Corp.	Mallesch	Eileen A.
	Roberts	S. Elaine
Worthington Industries Inc.	Anderson	Kerrii B.
	Schiavo	Mary



# CENTRAL OHIO LEADERSHIP CENSUS

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## PUBLIC COMPANIES

### Board of Directors

		Revenues \$ (Millions)	% Female	Total	Female
F1000	Abercrombie & Fitch Co.	2,930	22.2%	9	2
F500	American Electric Power Co. Inc.	13,500	16.7%	12	2
F500	Big Lots Inc.	4,730	11.1%	9	1
F1000	Bob Evans Farms Inc.	1,730	20.0%	10	2
	Bravo Brio Restaurant Group Inc.	312	0.0%	7	0
F500	Cardinal Health Inc.	99,500	25.0%	12	3
	Commercial Vehicle Group Inc.	459	0.0%	7	0
	Core Molding Technologies Inc.	83	0.0%	6	0
	DCB Financial Corp.	36	12.5%	8	1
	Diamond Hill Investment Group Inc.	44	14.3%	7	1
	DSW Inc.	1,600	27.3%	11	3
F1000	Express Inc.	1,720	14.3%	7	1
	Glimcher Realty Trust	308	0.0%	10	0
F1000	Greif Inc.	2,790	22.2%	9	2
F1000	Huntington Bancshares Inc.	3,240	13.3%	15	2
	Huntington Preferred Capital Inc.	170	0.0%	9	0
	Lancaster Colony Corp.	1,050	11.1%	9	1
F500	Limited Brands Inc.	8,630	20.0%	10	2
	M/I Homes Inc.	570	11.1%	9	1
	Neoprobe Corp.	10	0.0%	9	0
	Oxford Resource Partners LP	357	0.0%	7	0
	Pacer International	1,570	0.0%	7	0
	Park National Corp.	442	14.3%	14	2
	Pinnacle Data Systems Inc.	36	0.0%	6	0
	R.G. Barry Corp.	114	12.5%	8	1
	Rocky Brands Inc.	230	0.0%	9	0
	SCI Engineered Materials Inc.	8	0.0%	5	0
F1000	Scotts Miracle-Gro Co.	3,140	25.0%	12	3
	State Auto Financial Corp.	1,260	22.2%	9	2
F1000	Worthington Industries Inc.	2,630	22.2%	9	2

*Does not include Retail Ventures due to pending merger with DSW, Inc.*

F500: Fortune 500  
F1000: Fortune 1000

# CENTRAL OHIO LEADERSHIP CENSUS

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## PUBLIC COMPANIES

	Executive Officers		
	% Female	Total	Female
Abercrombie & Fitch Co.	40.0%	5	2
American Electric Power Company Inc.	14.3%	7	1
Big Lots Inc.	8.3%	12	1
Bob Evans Farms Inc.	8.3%	12	1
Bravo Brio Restaurant Group Inc.	0.0%	4	0
Cardinal Health Inc.	12.5%	8	1
Commercial Vehicle Group Inc.	0.0%	5	0
Core Molding Technologies Inc.	0.0%	4	0
DCB Financial Corp.	14.3%	7	1
Diamond Hill Investment Group Inc.	0.0%	2	0
DSW Inc.	25.0%	8	2
Express Inc.	30.0%	10	3
Glimcher Realty Trust	12.5%	8	1
Greif Inc.	16.7%	12	2
Huntington Bancshares Inc.	15.4%	13	2
Huntington Preferred Capital Inc.	0.0%	6	0
Lancaster Colony Corp.	0.0%	5	0
Limited Brands Inc.	50.0%	6	3
M/I Homes Inc.	0.0%	3	0
Neoprobe Corp.	0.0%	6	0
Oxford Resource Partners LP	14.3%	7	1
Pacer International	0.0%	10	0
Park National Corp.	0.0%	3	0
Pinnacle Data Systems Inc.	0.0%	3	0
R.G. Barry Corp.	22.2%	9	2
Rocky Brands Inc.	0.0%	6	0
SCI Engineered Materials Inc.	0.0%	4	0
Scotts Miracle-Gro Co.	20.0%	5	1
State Auto Financial Corp.	33.3%	9	3
Worthington Industries Inc.	0.0%	12	0



# CENTRAL OHIO LEADERSHIP CENSUS

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## PRIVATE COMPANIES

Company	Chief Executive		Revenues (000's)
Nationwide Mutual Insurance Co.	Steve	Rasmussen	20,800,000
Battelle	Jeff	Wadsworth	5,600,000
Momentive Specialty Chemicals Inc.	Craig	Morrison	4,100,000
IGS Energy (Interstate Gas Supply Inc.)	Scott	White	1,400,000
Micro Electronics Inc. dba Micro Center	Richard	Mershad	1,400,000
Grange Insurance	Tom	Welch	1,400,000
Advanced Drainage Systems Inc.	Joe	Chlapaty	950,000
Safelite Auto Glass	Thomas	Feeney	945,000
Delta Energy LLC	Sheri	Tackett	908,000
Kokosing Group	Brian	Burgett	868,000
Motorists Insurance Group	John	Bishop	675,000
Germain Motor Co.	Stephen	Germain	663,000
Butler Animal Supply LLC	Kevin	Vasquez	664,000
Englefield Oil Co.	F. William	Englefield IV	635,000
White Castle System Inc.	E.W.	Ingram III	630,000
Travel Solutions Inc.	Tammy	Troilo-Krings	516,000
Wasserstrom Co.	Rodney	Wasserstrom	460,000
Crane Group Co.	Tanny	Crane	450,000
Certified Oil Inc.	David	Hogan	415,000
Continental Real Estate Cos.	Frank	Kass	342,000
Safe Auto Insurance Corp.	Ari	Deshe	341,500
Byers Automotive Group	George	Byers Jr.	339,600
Bravo Development Inc.	Saed	Mohseni	311,700
Progressive Medical Inc	David	Bianconi	289,100
Red Roof Inns Inc.	Andrew	Alexander	253,100
W.W. Williams Co.	William	Williams	247,000
Plaskolite Inc.	James	Dunn	211,000

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## PRIVATE COMPANIES

Company	Chief Executive		Revenues (000's)
2Checkout Inc.	Alan	Homewood	208,000
Multi-Plastics Inc.	John	Parsio	190,000
Desco Corp.	Roger	Bailey	180,000
Donatos Pizzeria LLC	Tom	Krouse	174,000
Palmer Donavin Manufacturing Co.	Ronald	Calhoun	172,000
Team Fishel	Diane	Keeler	162,900
Coughlin Automotive Group	Al	Coughlin Jr.	155,000
Allied Mineral Products Inc.	Jon	Tabor	150,000
Stanley Steemer	Justin	Bates	133,000
Jack Maxton Chevrolet Inc.	Jeff	Mauk	130,400
Columbus Distributing Co.	Paul	Jenkins Jr.	127,000
Dominion Homes Inc.	William	Cornely	117,000
Lindsay Green Inc.	Bert	Lindsay	117,000
Elford Inc.	Jeffrey	Copeland	107,700
Franklin International Inc.	L.T.	Williams Jr.	107,200
Burgess & Niple Inc.	Ron	Schultz	100,400
Cranel Inc.	Craig	Wallace	100,000
Roush Honda	Jeff	Brindley	98,000
DLZ Corp.	Vikram	Rajadhyaksha	93,300
Ruscilli Construction Company Inc.	Jack	Ruscilli	92,400
Ohio Transmission Corp.	Philip	Derrow	92,000



# CENTRAL OHIO LEADERSHIP CENSUS

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## GOVERNMENT

	Percent	Total	Female
<b>Board Members</b>	25.5%	47	12
<b>U.S. Congress</b>			
House District 12, 15		2	0
Senate - Ohio		2	0
<b>Ohio State Legislature</b>			
House Districts 19-27		9	4
Senate Districts 3, 15, 16		3	1
<b>City of Columbus</b>			
City Council		7	3
<b>County Commissioners</b>			
Franklin		3	2
Delaware		3	0
Fairfield		3	1
Licking		3	0
Madison County		3	0
Morrow		3	0
Pickaway		3	1
Union		3	0

# CENTRAL OHIO LEADERSHIP CENSUS

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## GOVERNMENT

	Percent	Total	Female
<b>Executive Officers</b>	29.4%	68	20

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### City of Columbus

Mayor		1	0
City Attorney		1	0
Clerk of Courts		1	1
Auditor		1	0

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### County-Wide Executives

Franklin		8	3
Delaware		8	3
Fairfield		8	1
Licking		8	0
Madison		8	2
Morrow		8	3
Pickaway		8	3
Union		8	4



# CENTRAL OHIO LEADERSHIP CENSUS

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## COLLEGES & UNIVERSITIES

	Board		Cabinet	
	Female	%	Female	%
Capital University	11	33.3%	3	42.9%
Central Ohio Technical College	4	44.4%	2	33.3%
Columbus College of Art and Design	7	38.9%	3	42.9%
Columbus State Community College	4	50.0%	3	37.5%
Denison University	14	25.0%	3	42.9%
Franklin University	6	25.0%	4	50.0%
Methodist Theological School	19	43.2%	3	42.9%
Mount Carmel College of Nursing	12	48.0%	6	100%
Ohio Dominican University	19	51.4%	6	60.0%
Ohio Wesleyan University	11	27.5%	0	0.0%
Otterbein University	7	30.4%	4	66.7%
The Ohio State University	3	17.6%	4	20.0%



# CENTRAL OHIO LEADERSHIP CENSUS

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## NONPROFIT ORGANIZATIONS

	Board		
	Revenues \$ (000's)	Female Members	Percent Female
Action for Children	\$ 4,900	17	65%
Alvis House	\$ 12,200	11	42%
American Red Cross of Greater Columbus	\$ 5,400	8	28%
Association for the Developmentally Disabled	\$ 16,600	7	41%
BalletMet Columbus	\$ 4,800	36	73%
Battelle for Kids	\$ 9,900	2	22%
Big Brothers Big Sisters	\$ 7,200	5	21%
Boy Scouts of America- Simon Kenton Council	\$ 4,100	3	8%
Buckeye Ranch	\$ 32,500	5	26%
Children's Hunger Alliance	\$ 61,400	20	42%
Columbus Area Inc.	\$ 12,900	7	54%
Columbus Association For the Performing Arts	\$ 10,100	11	35%
Columbus Housing Partnership	\$ 8,000	8	40%
Columbus Jewish Federation	\$ 11,500	8	31%
Columbus Museum of Art	\$ 7,700	15	45%
Columbus Neighborhood Health Center Inc.	\$ 14,000	7	58%
Columbus Speech and Hearing Center	\$ 5,000	6	33%
Columbus Zoo and Aquarium	\$ 54,700	1	7%
Community Shelter Board	\$ 11,000	8	40%
COSI	\$ 14,000	4	31%
Directions for Youth and Families	\$ 6,900	15	43%
Easter Seals Central Ohio and Southeast Ohio Inc.	\$ 4,000	6	40%
Franklin Park Conservatory	\$ 5,400	8	42%
Girl Scouts of Ohio's Heartland	\$ 6,300	15	75%
Goodwill Columbus	\$ 31,400	13	57%
Greater Columbus Arts Council	\$ 4,600	12	60%
Habitat for Humanity Greater Columbus	\$ 4,400	5	36%
Heinzerling Foundation	\$ 24,700	4	36%
Heritage Day Health Centers	\$ 4,900	3	43%
Legal Aid Society of Columbus	\$ 5,700	4	20%
Leo Yassenoff Jewish Community Center	\$ 7,500	21	47%
Lifecare Alliance	\$ 17,200	11	33%
Lincoln Theatre Association	\$ 8,100	3	21%
Lutheran Social Services of Central Ohio	\$ 46,900	2	15%
Maryhaven	\$ 15,000	7	39%
Mid-Ohio Foodbank	\$ 50,100	8	42%



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## NONPROFIT ORGANIZATIONS

	Revenues \$ (000's)	Board	
		Female Members	Percent Female
National Youth Advocate Program	\$ 44,100	6	67%
Netcare Corporation	\$ 20,400	5	50%
Rosemont Center	\$ 7,000	1	17%
Salvation Army	\$ 8,400	6	15%
Southeast Inc.	\$ 32,600	7	44%
St. Vincent Family Center	\$ 10,700	6	40%
United Way of Central Ohio	\$ 43,000	8	25%
Wexner Center for the Arts	\$ 9,700	7	29%
Wexner Heritage Village	\$ 29,600	8	35%
WOSU Public Media	\$ 10,500	7	33%
YMCA of Central Ohio	\$ 35,300	6	20%
YWCA Columbus	\$ 6,000	27	100%

	Revenues \$ (000's)	Executive Officers	
		Female Members	Percent Female
Action for Children	\$ 4,900	3	75.0%
Alvis House	\$ 12,200	4	64.0%
American Red Cross of Greater Columbus	\$ 5,400	1	14.0%
Association for the Developmentally Disabled	\$ 16,600	2	40.0%
BalletMet Columbus	\$ 4,800	6	75.0%
Battelle for Kids	\$ 9,900	3	43.0%
Big Brothers Big Sisters	\$ 7,200	0	0.0%
Boy Scouts of America- Simon Kenton Council	\$ 4,100	0	0.0%
Buckeye Ranch	\$ 32,500	5	50.0%
Children's Hunger Alliance	\$ 61,400	3	100.0%
Columbus Area Inc.	\$ 12,900	5	71.0%
Columbus Association For the Performing Arts	\$ 10,100	0	0.0%
Columbus Housing Partnership	\$ 8,000	5	100.0%
Columbus Jewish Federation	\$ 11,500	3	100.0%
Columbus Museum of Art	\$ 7,700	9	69.0%
Columbus Neighborhood Health Center Inc.	\$ 14,000	3	38.0%
Columbus Speech and Hearing Center	\$ 5,000	7	100.0%
Columbus Zoo and Aquarium	\$ 54,700	0	0.0%
Community Shelter Board	\$ 11,000	4	67.0%

# CENTRAL OHIO LEADERSHIP CENSUS

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## NONPROFIT ORGANIZATIONS

	Executive Officers		
	Revenues (000's)	Female Members	Percent Female
COSI	\$ 14,400	3	50.0%
Directions for Youth and Families	\$ 6,900	2	50.0%
Easter Seals Central Ohio and Southeast Ohio Inc.	\$ 4,000	2	50.0%
Franklin Park Conservatory	\$ 5,400	0	0.0%
Girl Scouts of Ohio's Heartland	\$ 6,300	5	83.0%
Goodwill Columbus	\$ 31,400	3	60.0%
Greater Columbus Arts Council	\$ 4,600	2	67.0%
Habitat for Humanity Greater Columbus	\$ 4,400	4	50.0%
Heinzerling Foundation	\$ 24,700	1	50.0%
Heritage Day Health Centers	\$ 4,900	5	83.0%
Legal Aid Society of Columbus	\$ 5,700	1	100.0%
Leo Yassenoff Jewish Community Center	\$ 7,500	4	67.0%
Lifecare Alliance	\$ 17,200	3	60.0%
Lincoln Theatre Association	\$ 8,100	0	NA
Lutheran Social Services of Central Ohio	\$ 46,900	2	40.0%
Maryhaven	\$ 15,000	4	40.0%
Mid-Ohio Foodbank	\$ 50,100	1	50.0%
National Youth Advocate Program	\$ 44,100	5	50.0%
Netcare Corporation	\$ 20,400	1	17.0%
Rosemont Center	\$ 7,000	2	67.0%
Salvation Army	\$ 8,400	6	86.0%
Southeast Inc.	\$ 32,600	4	67.0%
St. Vincent Family Center	\$ 10,700	3	60.0%
United Way of Central Ohio	\$ 43,000	7	88.0%
Wexner Center for the Arts	\$ 9,700	6	40.0%
Wexner Heritage Village	\$ 29,600	3	50.0%
WOSU Public Media	\$ 10,500	10	48.0%
YMCA of Central Ohio	\$ 35,300	8	80.0%
YWCA Columbus	\$ 6,000	8	100.0%





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