



CLOSING *the* **LEADERSHIP GAP:** ACHIEVING GENDER EQUITY *on* NORTH CAROLINA'S BOARDS *and* COMMISSIONS

REPORT BY THE WOMEN'S FORUM OF NORTH CAROLINA, FALL 2013



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For more than thirty-five years, Women's Forum members have been working to advance and enrich the lives of all women by leveraging the talents and connections of its remarkable members. The Women's Forum is an invitational, non-partisan organization of diverse women leaders of proven influence. Its members are dedicated to working together to achieve equality and maintain social, economic and political power for women.



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FOREWORD

To be effective and responsive, government at all levels must strive for meaningful representation by the inclusion of talented women and men. The Women's Forum of North Carolina is, in the words of our by-laws, "dedicated to working together to achieve equality and maintain social, economic, and political power for women." We hope the attached Report will be a call to action for all North Carolinians.

Boards and Commissions, especially at the state level, control critical aspects of social, economic, and political power, overseeing everything from environmental regulation to cultural offerings, professional licensing to state retirement funds. Hundreds of Boards and Commissions, with thousands of members, frequently operate in relative obscurity. Yet it is impossible to overstate the importance of the work performed or the power wielded by this collective group.

Knowledge is power. To achieve true equity on Boards and Commissions, we must understand the trends and forces that shape these bodies and craft informed solutions. Women have historically been under-represented in the ranks of appointees to Boards and Commissions in North Carolina. This Report addresses two important components of that history: the reluctance of women to hold themselves out as well qualified candidates, and the continuing failure of elected officials to achieve gender balance on the vast majority of essential Boards and Commissions.

We are forever indebted to David McLennan, PhD, for his thoughtful and thorough analysis, and for the framework that analysis provides us as we work "together to achieve equality and maintain social, economic, and political power for women."



Lisa Grafstein
Women's Forum of North Carolina, President



Dana Jennings
Women's Forum of North Carolina,
Boards and Commissions Committee, Chair

ACKNOWLEDGEMENTS

Thanks to the Women's Forum of North Carolina 2012-2014 Boards and Commissions committee, especially Pat Orrange, Carol Spruill, and Lisa Grafstein, for their dedication in making this report as comprehensive as it is.

We extend our deep appreciation to Secretary of State Elaine F. Marshall, and her staff: Jennell

Baughman, Protocol Officer and Executive Assistant; Ann Wall, General Counsel; and Betty Laws, Administrative Assistant. Without their investment of time and resources, this report would not have been possible.

Finally, we offer heartfelt thanks to David McLennan, PhD, William Peace University. Originally known

to the Women's Forum as the founding faculty and curriculum architect for the North Carolina Center for Women in Public Service, David has once again distinguished himself through his authorship of this report.

OUR GRATITUDE TO ALL OUR SUPPORTIVE PARTNERS



EXECUTIVE SUMMARY

STUDY AFTER STUDY FINDS THAT, WHEN WOMEN SEEK AND SERVE IN POLITICAL OFFICE—ELECTED OR APPOINTED—THEY ARE AS SUCCESSFUL AS THEIR MALE COUNTERPARTS. YET, WOMEN REMAIN SEVERELY UNDER-REPRESENTED IN NORTH CAROLINA POLITICAL INSTITUTIONS, INCLUDING APPOINTMENTS MADE TO POWERFUL POLICY-MAKING AND ADVISORY BOARDS AND COMMISSIONS, REFERRED TO AS “POWER BOARDS.”

For the last two decades, the Women’s Forum of North Carolina has studied the gender composition and appointment patterns of these boards. The situation for women in these key appointed positions has changed little since 1999, regardless of whether Democrats or Republicans have appointing authority.

These findings point to the need for alternate solutions to the problem of women being under-represented in these Power Boards specifically, but political appointments generally, as very few political boards and commissions throughout North Carolina have or are currently close to gender equity. Nonprofit organizations, like the Women’s Forum of North Carolina and the former North Carolina Center for Women in Public Service (recently merged with the Institute of Political Leadership) which have attempted to raise awareness about the problem with under-representation of women in appointed office, as well as recruit and train women from across the state to seek these appointments. Despite some successes in getting individual women to know about and apply for appointments, the statistics about women on Power Boards remain virtually unchanged.

A meta-analysis of studies from 1999, 2009, and 2013 reveals that we need to better understand why women are under-represented in Power



Boards and in all appointed positions. Scholarly research on why women are under-represented in elected office may reveal some interesting parallels to the situation about women in appointed office. This research indicates that women are less likely to seek political office than are men, creating a self-fulfilling prophecy—women are under-represented and therefore do not want to seek the office, which leads to further under-representation.

Other barriers may also contribute to the problem of under-representation, including the processes used within the appointments themselves that may favor men over women, or at least cause some well-qualified women to be overlooked for appointments. Speculation about these other barriers, however, is simply that, speculation.

In order to make substantial progress for improving women’s representation on Power Boards and in other appointed positions, a substantial and thorough study of the appointment process must be undertaken, beyond periodic reporting of the statistics about the number of women serving on boards and commissions. This report concludes by discussing how this study may be undertaken. In addition, other recommendations are made about how to increase the number of women appointed to Power Boards, including recommendations made to advocacy groups and policy-makers. *W*



INTRODUCTION

Politics is often referred to as the last “glass ceiling” with women being vastly under-represented in political office (Kornblut, 2009). North Carolina has traditionally been a state with one of the largest gender gaps in the country. Currently, 22 percent of all elected officeholders in the state are women, while women are 51.3 percent of the state’s population (Census, 2013).

Similarly, approximately 25 percent of all appointed offices in North Carolina are held by women. These boards and commissions in North Carolina serve many important functions. Most boards advise the governor, the legislature, and state agencies about issues impacting the citizens of North Carolina. Other political boards and commissions, often referred to as “Power Boards,” have decision-making authority and, as such, are highly sought-after appointments.

It is these boards, the Power Boards, that are the focus of this report. The Women’s Forum of North Carolina has systematically studied the gender makeup and appointments in 1999, 2009, and now 2013 to understand how women are faring in terms of these important policy-making boards. Although the specific number of boards varies somewhat over the time period, because of changes made by the General Assembly to the number and function of these appointed bodies, a core group of these consistently affect the lives of North Carolina citizens and generally remain unrepresentative of North Carolina demographics, especially as their membership pertains to gender composition.

The Power Boards that are consistent in structure and title from 1999 until now are the Banking

Commission, the State Board of Community Colleges, the State Board of Education, the Environmental Management Commission, the Governor’s Crime Commission, the Social Services Commission, the Board of Transportation, the University of North Carolina Board of Governors, and the Utilities Commission.

The issue of women being under-represented in appointed political positions is not specific to North Carolina. At the federal level, women continue to be under-represented in key appointed positions like the President’s Cabinet with only forty-five women having served in cabinet-level positions with most of these serving in the recent administrations of Presidents Clinton, Bush (George W. Bush), and Obama. Despite recent gains on cabinet-level appointments for women, gender equity remains elusive with only eight of the twenty-three cabinet-level appointments in President Obama’s current administration being women—35 percent.

Most states also experience a gender gap in terms of women in appointed offices. Nationally, about 31 percent of top-level appointed positions are held by women (Political Parity, 2012).

The issue of women’s under-representation has caused some state governments to take direct action. Several states have legislation requiring gender equity on political boards and commissions, such as Iowa (<https://openup.iowa.gov>). Other states, such as South Carolina and Massachusetts, have bipartisan efforts underway to improve the status of women in these key positions. The Southeastern Institute of Women in Politics in South Carolina operates the South Carolina Gubernatorial Appointments Project (SC GAP), a project to recruit qualified women in the state for these appointed positions and forward their names to the governor’s office (http://www.sselectswomen.com/about/sc_gap/). The Massachusetts Government Appointments Project (MassGAP) is a non-partisan collaboration of women’s groups whose purpose is to increase the number of women appointed by each new governor to senior-level cabinet positions, agency heads and selected authorities, boards and commissions in the Commonwealth. The Massachusetts Women’s Political Caucus (MWPC) is the Lead Sponsor of this collaboration. Political Parity, a nonpartisan entity funded by the Hunt Alternatives Fund, has pioneered a national project to increase the number of women appointed to top government posts “Women’s Appointments Project.” The Women’s Appointments Project



asks gubernatorial candidates to sign a pledge promising they will appoint women to 50 percent of high-level positions in state government. At the end of 2012, a total of eleven states were participating the Women's Appointment Project.

States such as North Carolina have no legislative mandate or charge from the governor to improve the situation with gender inequality. Efforts to correct the relative lack of women on boards and commissions rests with women's advocacy groups like the Women's Forum of North Carolina. Although the efforts of these organizations should be lauded, along with those made by other groups supporting women's rights, the task is large and generally does not capture the public's attention or become a priority of governors or legislative leaders.

WHY APPOINTMENTS MATTER

When Bill Clinton began his tenure as president in 1993, he vowed to make his cabinet "look like America." In terms of appointing women to cabinet-level offices and other high-ranking positions, Clinton got closest to achieving actual representation, but only had forty-one percent of his top level appointments filled by women in 1997 (Ford, 2010). This broad goal of having appointed offices reflect the demographics of the United States or, in the case of Power Boards in North Carolina, the state's population characteristics, as not been achieved.

Beyond the idea that a representative democracy should be representative of its population, there are other arguments as to why the makeup of appointed or elected offices matters and why efforts to make this goal a reality should be of greater importance to North Carolina citizens and political leaders. Three of the most important reasons why Power Boards, as well as other political offices, should more accurately reflect the gender makeup of North Carolina are:

1. Women are role models for other women and, as such, became more of an inspiration to getting more women interested in public service;
2. More women on appointed boards and commissions often leads to more women seeking elected office; and

CAREER PATHS OF WOMEN IN PUBLIC SERVICE

MELINDA BARAN

Former Hot Springs, Arkansas Mayor Melinda Baran moved to North Carolina in 1997 to reenter her career in the investment management industry. As someone who had already experienced public service in an elected capacity, Baran wanted to serve her adopted state by drawing on her professional background as a financial professional. Since 2011, she has served on the Supplemental Retirement Board of Trustees where she and eight other board members manage the investment strategies as State Fiduciaries within the State Treasurer's Office.

Baran's unusual path of going from city mayor in one state to appointed board member in another state illustrates her lifelong commitment to public service, but also her philosophy that "it takes long years of personal growth and experience (to get where you want to be in public service), the willingness to pay one's dues in the political arena and do what is necessary to prove oneself as a credible person."

As a Republican, Baran often had to fight the stereotype that most women who wanted public service careers are

Democrats. As a member of the Women's Forum and a past participant in the North Carolina Center for Women in Public Service Women in Office Program, as well as a board member for that organization, she recognizes that women have to overcome many stereotypes and other obstacles in order to work within the political system. When asked to give advice for other women interested in appointed office, Baran suggested: "Start early in life with a goal. Don't be discouraged when you have to climb over hurdles. Eventually you will earn the gifts of public service."

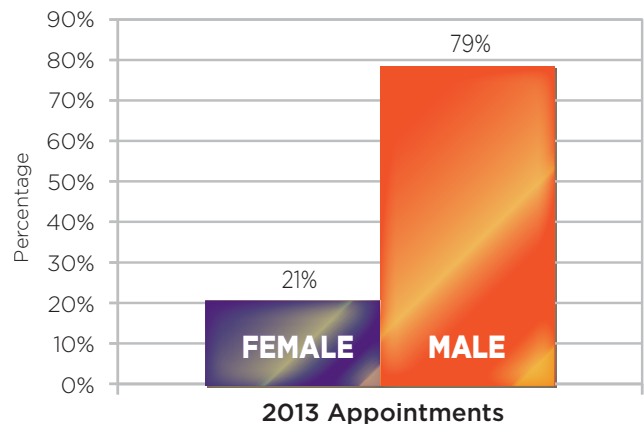
3. Women bring a different approach to public service and enrich the public discussion about important issues.

The first two arguments are both intuitive and supported by scholarly research. Men and women enter public service in different ways. Research is very clear that women tend to develop a more careful plan for seeking a political office than do men, who can make the decision to seek political office on the spur of the moment (Lawless and Fox, 2012, Sanbonmatsu, Carroll, and Walsh, 2009). Part of the decision-making that women go through often involves talking with other women in the same office they are seeking or in a similar office.

For many women, the pathway to elected office starts with appointed office. Summarizing several longitudinal studies on women entering state legislative offices since 1981, Sanbonmatsu, Carroll, and Walsh (2009) report that a large majority—over 65 percent—start their public service career by serving on a local or state appointed board. They contrast this with the experience of men who end up in state legislative offices, less than one-third of whom had local or state board experience before running for the legislature.

Getting more women into appointed positions, especially on Power Boards, increases the legitimacy of these important offices. However, beyond the idea that a modern democracy should have a representative number of women serving in all types of political office, a substantial body of research argues that women have a positive

% OF WOMEN VS. MEN APPOINTED TO POWER BOARDS IN 2012-2013



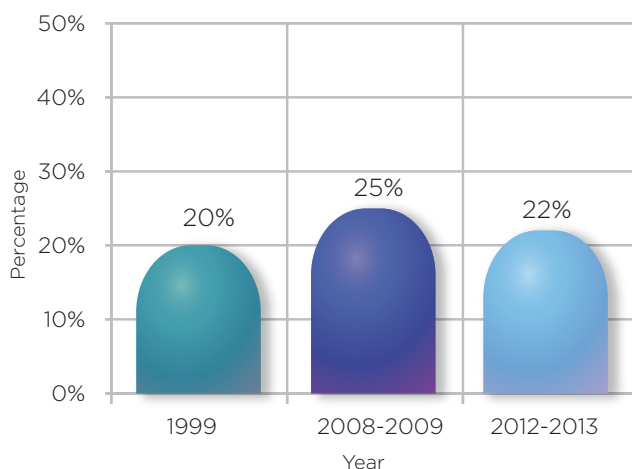
62 Total Appointments in 2012-2013
13 Female Appointments, 49 Male Appointments

impact on the office and the political processes surrounding those offices. As a number of researchers report (Ford, 2009; The White House Project Blog, 2012; Wilson, 2004), women bring a different perspective to decision-making bodies, even if political party affiliations are factored out. This means that women consider a wider range of policy positions than do committees and legislative bodies made up of men. Women in political offices often consider the impact of all decisions, legislative and administrative, on politically disadvantaged groups more than do similar male officeholders.

Research also reveals that women impact the process of governing. Carroll (2003) demonstrates that women on boards and councils invite broader public participation in meetings and decision-making. Likewise, her research argues that women in charge of committees and other groups invite more testimony before making a decision or taking a vote on a policy issue.

In the scholarly literature, there is general agreement that women must achieve a critical mass on a board or legislative body to change the fundamental nature of the group. Dahlerup (2007) argues that women must make up at least 30 percent of the body in order for the group to consider new policy alternatives or have a more open process by which they work. Although not all scholars agree with this 30 percent threshold, they agree that a board or legislative body with a very small percentage of women can lead to the marginalization of women's voices.

TOTAL % OF WOMEN SERVING ON NC POWER BOARDS





THE CHALLENGES FOR GETTING WOMEN INTO PUBLIC SERVICE

The challenges for getting more women into appointed or elected political office are significant. Women continue to bear most of the child raising and senior care responsibilities within families, making it more challenging to enter the political arena. Likewise, studies demonstrate that women achieve professional success somewhat later in their careers than do men, making it more difficult to enter politics, particularly for a volunteer or part-time position.

The largest challenge, however, is in the motivation women have to enter politics. Political scientists Jennifer Lawless and Richard Fox argue that women are successful in achieving political office, if they actively seek out offices (Lawless and Fox, 2012). Their research on the political pipeline demonstrates that women are half as likely as men to see themselves in office and half as likely again to take any steps to seek the office. One issue is women's self-perception. Men are 60 percent more likely to see themselves as well qualified for

political office. Lawless and Fox also conclude that a barrier for women seeking political office is a relative lack of competitiveness and more risk-aversion. Finally, despite the emergence of organizations specifically designed to recruit more women for political office, women report being half as likely as men to be approached about seeking a political office.

The situation described by Lawless and Fox delineates the difficulty for increasing the number of women in elected office in North Carolina. From 1996 to 2010 women made up about 15 percent of those running for all elected offices in North Carolina. In 2012 that number dropped to 13 percent. Currently there are no statistics about the percentages of applicants for Power Boards or other state boards or commissions in North Carolina, but one assumes that the same barrier would exist for appointed offices as exist for elected offices.

BOARD AND COMMISSION MEMBERS

Examining the Power Boards in North Carolina in 1999, 2009, and 2013 reveals that little has changed in terms of the gender composition or appointment patterns overall. Examining the entire group of Power Boards demonstrates that the percentage of women serving on these boards is essentially the same today as it was in 1999, with only a marginal improvement shown in 2009.

The appointment of women, especially in 2013, follows similar patterns as the overall composition of these Power Boards. With a couple of notable

CAREER PATHS OF WOMEN IN PUBLIC SERVICE

JANE GRAY

Former Wake County District Court Judge Jane Gray has many "firsts" in her career. After working in the North Carolina Justice Department for almost twenty years, Gray was named as the first female Legislative Liaison for the Department of Justice. In 1998, Gray was hired by NC House of Representatives Speaker James Black as the first female General Counsel to the Speaker.

An accomplished attorney, who spent most of her professional career in the

public sector, Gray also found time to serve on boards and commissions that oversee important aspects of the legal world in North Carolina. Former NC Supreme Court Chief Justice Henry Frye appointed Gray to the State Judicial Council and current Chief Justice Sarah Parker named Gray to the North Carolina Courts Commission. Earlier Gray served on the Board of Governors of the NC Association of District Court Judges.

The lesson from Gray's career is a simple, but important one—women who want to serve on boards and commissions need to focus on something they are passionate about. As Gray says: "I advise a woman seeking an appointment to settle on a field of endeavor, work hard at developing expertise in her field, volunteer at every opportunity, and never stop making contacts." Her history of public service exemplifies this great advice.

exceptions, most of the Power Boards had either no women appointed in 2013 or disproportionately few.

Historically, the two boards with the largest percentage of women members have been the Board of Education and the Social Services Commission. Both of these appointed groups deal with issues more stereotypically associated with women, as opposed to economic development or transportation. In 2013, these two appointed bodies continued to have the highest proportion of women members.

Only two boards and commissions, the Education Board and the Social Services Commission exceed the 30 percent threshold that researchers like Dalherup and others suggest is the tipping point for women to significantly affect the appointed body. Granted, the Governor's Crime Commission and the Utilities Commission are just beneath that threshold, but a majority of the Power Boards do not come close to this figure, suggesting that women serving on these boards are not fully using their preferred leadership styles.

These results demonstrate some consistent truths about women on Power Boards. First, that

Power Boards remain over-represented by men. Second, appointment patterns have changed little, demonstrating a fundamental weakness in the system across time and different political parties in charge of appointments. Third, there have been few changes in terms of the types of Power Boards most likely to appoint more women members, suggesting that even among the Power Boards, there is a pecking order.

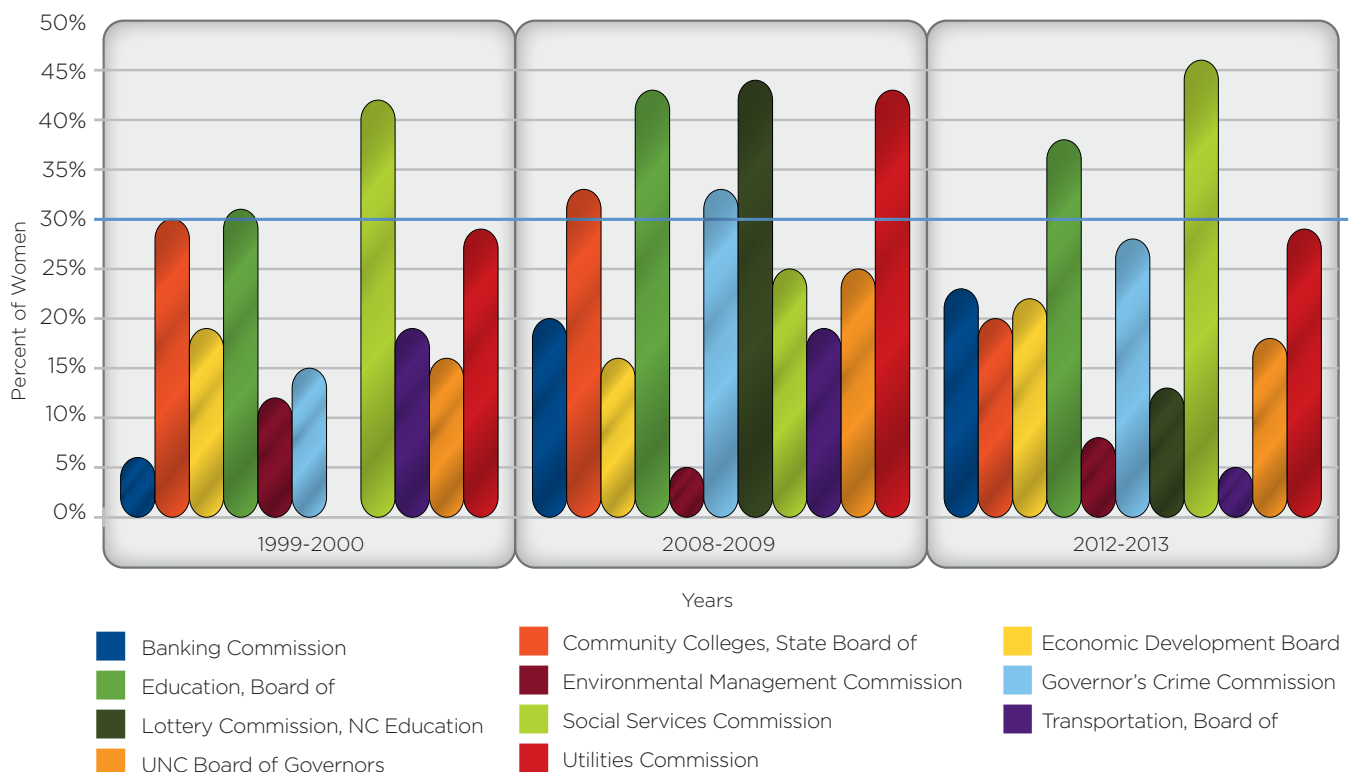
CONCLUSION

As with elected offices in North Carolina, membership on the Power Boards remains heavily populated by men. The chief appointing officials - governor, Speaker of the House, and President Pro Tempore of the Senate - have all changed over the fourteen years of this comparison, yet the pattern of women's under-representation remains. Four of the boards had increases in women's membership, while seven boards had fewer women serving in 2013 than they did in 2009.

The continued under-representation of women on Power Boards raises questions about the appointment process used in this state. Research

% OF WOMEN ON INDIVIDUAL POWER BOARDS

Years Studied: 1999-2000, 2008-2009 and 2012-2013



on women's motivation about seeking political office suggests that too few qualified women are applying for or campaigning for positions on the Power Boards. Further research should be done to examine this critical part of the appointment process. Clearly other states have found this to be a problem and have chosen to make gender equity on boards and commissions to be a higher legislative priority than North Carolina has. Other parts of the appointments process, such as the screening done in the appointing offices, should be examined to understand if qualified women's applications are being considered equally and if additional help could be provided women that apply to make their applications more successful.

Finally, the issue of under-representation of women on Power Boards gets little public attention or scrutiny. While groups such as the Women's Forum and the Institute of Political Leadership advocate about the importance of gender equity on these boards, these and other groups with similar goals should consider joining the Women's Appointment Project to get higher visibility for these issues and additional resources to improve the situation in North Carolina.

RECOMMENDATIONS: ACHIEVING GENDER EQUITY IN APPOINTMENTS

This study, along with others from 1999 and 2009, demonstrates that much work is left to be done to

improve women's status on the Power Boards in North Carolina. We conclude this report by making recommendations for future research, for women's advocacy groups, and for policy-makers in North Carolina.

1. Directions for future research—the consistent under-representation of women on Power Boards in North Carolina, despite efforts made by advocacy and training organizations and also by different political leaders making appointments, is that we do not fully understand the root causes of the problem. Scholarly research into women seeking elected office suggests that women, for whatever reason, are not seeking appointment to these positions in sufficient number to substantially change the membership on these boards. Further research into the appointment process would reveal if the lack of applications from women is the reason behind this under-representation or other reasons that may be producing these results.

A thorough study would include:

- Data collection about the number of women applying to the various boards and commissions relative to the number of men applying to the same positions.
- Analysis of the relative qualifications of the men and women who apply for the boards and commissions. This analysis would include the political and professional experience of the persons who applied, but also examine factors such as political campaign contribution patterns for the people who apply.
- Focused interviews with appointing officials and their respective staff members about the processes involved in soliciting and screening applications for appointments, including the processes for making final selections.

2. Women's Advocacy Groups—there are groups in North Carolina with specific goals to increase the number of women serving on boards and commissions (e.g., The Women's Forum of North Carolina and the Institute of Political Leadership), as well as other groups that indirectly support more women in leadership roles (e.g., The North Carolina League of Women Voters). These groups, despite good work done in the past, are under-resourced, especially when it comes





to identifying, training, and directing qualified women to Power Boards and state level boards and commissions generally. Since a national organization, Political Parity, already operates the well-organized Women's Appointment Project, we recommend that North Carolina women's advocacy groups seek to affiliate with Political Parity and implement this project. This would give additional visibility to the efforts at affecting women's membership on Power Boards and other boards and commissions in North Carolina.

3. Policy-makers in North Carolina—elected officials in North Carolina have options to affect the under-representation of women on Power Boards. Although it is unlikely with

North Carolina's political culture, in both Democratic and Republican administrations, that lawmakers will ever adopt a law, like Iowa, mandating gender equity on boards and commissions, state leaders can take other steps to affect change:

- The governor and legislative leaders can use the power of the bully pulpit to discuss the problem of under-representation. Women's History Month would be a symbolic time in which leaders in the executive and legislative branches of North Carolina could make a joint statement of support for improving the composition of boards and commissions they directly affect.
- Lawmakers could also lend their support and partially fund a program, like those in Massachusetts or South Carolina, that add resources to the process of identifying qualified women to be appointed to Power Boards.



CAREER PATHS OF WOMEN IN PUBLIC SERVICE

MARY MUSACCHIA

Some people are born to serve. Mary Musacchia fits the description to a "T." The former Missouri resident, Musacchia began her public service career soon after graduating from law school as she served on the Missouri Department of Consumer Affairs Regulation and Licensing Board trying to help citizens of Missouri who were attempting to get home mortgages to be treated fairly.

Soon after moving to North Carolina in the 1980s, Musacchia became very involved in her professional organization, helping found the Computer Law

Roundtable to serving the NC Bar Association in many capacities from the Board of Governors to the Task Force for Women in the Profession.

It is from her experiences professionally that Musacchia launched her public service career in North Carolina, as she has been tapped over and over again to serve on boards dealing with economic development, women's rights, and education and children. A hardworking and dedicated public servant, Musacchia has been appointed by both Democratic and Republican officials to serve on

boards over the last thirty years.

When asked about lessons learned about her public service career, Musacchia suggests that women should "start by understanding how to link their profession and passions. This gives you experience, connections and most importantly motivation that let you move into public service. Getting appointed to a board is about letting people know you are interested and that you have the background that can make a contribution to that board."

APPENDICES

APPENDIX A	Methodology
APPENDIX B	List of NC Governmental Boards Surveyed
APPENDIX C	The Power Board Gender Composition Comparison 1999, 2008-2009 and 2012-2013
APPENDIX D	North Carolina General Statute 143-157.1 on Gender Reporting
APPENDIX E	Boards & Commissions Research Form

APPENDIX A METHODOLOGY

Research for this study used state government documents for all the data in the compilations. All information was collected between August and October 2013. As the names of boards and commissions varied from year to year, for the purpose of this study, all boards and commissions included are listed as they are in the 2012-2013 Secretary of State Gender Equity Report.



SECRETARY OF STATE GENDER EQUITY REPORTS

In order to monitor compliance with Statute 143-157.1, the North Carolina Department of the Secretary of State in 1999 began an annual collection of information from various levels of government. These reports track: total number of board members, total number of appointments made that year, the numbers of women and men appointed to fill those vacancies, the percentage of the board that was appointed that year, and the percentages of women and men filling those positions. A year covers July 1 of one year through June 30 of the subsequent year. These reports, covering the years between 1999 and 2013, can be found at www.secretary.state.nc.us/apprpt/

The law that covers this reporting is Statute 143-157.1: Statute 143-157.1 Reports on gender-appropriate appointments in statutorily created decision-making regulatory bodies.

(a) Appointments – In appointing members to public bodies set

forth in subsections (c) and (d) of this section, the appointing authority should select, from among the most qualified persons, those persons whose appointment would promote membership on the body that accurately reflects the proportion that each gender represents in the population of the State as a whole or, in the case of a local body, in the population of the area represented by the body, as determined pursuant to the most recent federal decennial census, unless the law regulating such appointment requires otherwise. If there are multiple appointing authorities for the body, they may consult with each other to accomplish the purposes of this section. (See Appendix D for copy of Statute)

<http://www.ncleg.net/gascripts/statutes/statutelookup.pl?statute=143-157.1>

HISTORY OF THE WOMEN'S FORUM GENDER COMPOSITION REPORTS

The Women's Forum prepared two earlier gender composition reports on select governmental



boards appointed at the state level in 1999 and 2009. In both reports, all of the appointed boards were populated by the Governor, the President Pro Tempore of the NC State Senate, or the Speaker of the House for the NC State House of Representatives.

The 1999 report, “Gender Balance on Boards and Commissions: A Report in Three Parts” reviewed governmental, corporate, and foundation boards. For the selection of governmental “power boards,” they used the following criteria: lack of gender-balance on current board and/or the possibility of improving gender balance; impact on women’s issues or those of a majority of the entire population; allocation of large

amounts of money; and policy-making in function including quasi-legislative, quasi-judicial and executive powers. A copy of the original 1999 report can be obtained by contacting the Women’s Forum of NC at info@womensforumnc.org.

The 2009 report, Boardroom or Boy’s Room: Gender Composition on North Carolina’s Power Boards, focused exclusively on surveying public “power boards” in North Carolina. For the 2009 report, “power boards” were selected based on their prestige, size of their budgets, salary paid to members, and ability to influence the state. A copy of the 2009 study can be found on the Women’s Forum website at www.womensforumnc.org/category/news/.

APPENDIX B NORTH CAROLINA GOVERNMENTAL BOARDS SURVEYED

1999

Banking Commission
Community Colleges, State Board of
Crime Commission, Governor’s
Economic Development Board
Education, Board of
Environmental Management Commission

Post-Release Supervision and Parole Commission
Social Services Commission
Transportation, Board of
UNC Board of Governors
Utilities Commission

2008-2009

Banking Commission
Community Colleges, State Board of
Crime Commission, Governor’s
Economic Development Board
Education, Board of
Employment Security Commission

Environmental Management Commission
Lottery Commission, NC Education
Social Services Commission
Transportation, Board of
UNC Board of Governors
Utilities Commission

2012-2013

Banking Commission
Community Colleges, State Board of
Crime Commission, Governor’s
Education, Board of
Economic Development Board
Environmental Management Commission

Lottery Commission, NC Education
Social Services Commission
Transportation, Board of
UNC Board of Governors
Utilities Commission

APPENDIX C THE POWER BOARD GENDER COMPOSITION COMPARISON 1999, 2008-200 AND 2012-2013

	2012-2013 TOTAL SEATS FILLED	2012-2013 FEMALE MEMBERS	CURRENT VACANCIES	2012-2013 PERCENTAGE OF FEMALE MEMBERS	2008-2009 PERCENTAGE OF FEMALE MEMBERS	1999 PERCENTAGE OF FEMALE MEMBERS	PERCENT CHANGE FROM 1999 TO 2012-2013	PERCENTAGE OF FEMALES APPOINTED IN THE 2012-2013 FISCAL YEAR
BANKING COMMISSION	13	3	2	23%	20%	6%	283%	10% (1/10)
The State Banking Commission supervises, directs and reviews the activities of the Office of the Commissioner of Banks under the North Carolina Banking Laws. http://www.nccob.org/Public/aboutus/aboutsbc.aspx								
COMMUNITY COLLEGES, STATE BOARD OF	20	4	1	20%	33%	30%	-33%	0% (0/1)
The State Board of Community Colleges adopts and implements the policies, regulations and standards necessary for administering and operating the nation's third largest system of community colleges. https://www.nccommunitycolleges.edu/state_board/index.html								
CRIME COMMISSION, GOVERNOR'S	43	12	1	28%	33%	15%	87%	0% (0/3)
The Governor's Crime Commission sets program priorities, reviews applications and makes recommendations to the Governor for the state's criminal justice and juvenile justice federal block grants. https://www.ncdps.gov/index2.cfm?a=000003,000011								
EDUCATION, BOARD OF	13	5	0	38%	43%	31%	23%	38% (3/8)
The State Board of Education supervises and administers the free public school system and the educational funds provided for its support. The policies developed by the North Carolina State Board of Education set the direction for all aspects of Department of Public Instruction and local public school organization and operations. http://stateboard.ncpublicschools.gov/								
ECONOMIC DEVELOPMENT BOARD	37	8	0	22%	16%	19%	16%	Not tracked
The board advises the secretary of the Department of Commerce and the governor on economic policy, industrial recruitment and expansion, trade policy, and travel and tourism. http://www.nccommerce.com/about-our-department/boards-commissions/economic-development-board								
ENVIRONMENTAL MANAGEMENT COMMISSION	13	1	2	8%	5%	12%	-33%	0% (0/4)
The Environmental Management Commission is responsible for adopting rules for the protection, preservation and enhancement of the state's air and water resources. The Commission oversees and adopts rules for several divisions of the Department of Environment and Natural Resources, including the Divisions of Air Quality, Land Resources, Water Quality, and Water Resources. http://portal.ncdenr.org/web/emc/								

	2012-2013 TOTAL SEATS FILLED	2012-2013 FEMALE MEMBERS	CURRENT VACANCIES	2012-2013 PERCENTAGE OF FEMALE MEMBERS	2008-2009 PERCENTAGE OF FEMALE MEMBERS	1999 PERCENTAGE OF FEMALE MEMBERS	PERCENT CHANGE FROM 1999 TO 2012-2013	PERCENTAGE OF FEMALES APPOINTED IN THE 2012-2013 FISCAL YEAR
LOTTERY COMMISSION, NC EDUCATION The North Carolina Lottery Commission initiated, supervises, and administers the North Carolina Education Lottery. http://www.nc-educationlottery.org/about_commission.aspx	8	1	1	13%	44%	N/A	-21%	33% (2/6)
SOCIAL SERVICES COMMISSION The Social Services Commission establishes "rules for public assistance excluding medical assistance; placement and supervision of delinquent children and payment of necessary costs of foster home care for needy and homeless children; payment of state funds to private child-placing agencies and residential child care facilities for care and services provided to children in the custody or placement responsibility of a county department of social services; social services programs established by federal legislation; implementation of portions of Title XX of the Social Security Act; inspection and licensing of maternity homes; inspection and operation of jails and local confinement facilities; and rules required by the federal government for social services grants-in-aid." http://www.ncdhhs.gov/dss/sscommission/	13	6	0	46%	25%	42%	10%	38% (3/8)
TRANSPORTATION, BOARD OF The Board of Transportation approves and awards highway projects, allocates all highway construction and maintenance funds, advises the Secretary of Transportation, formulates policies and procedures for all modes of transportation and promulgates rules. http://www.ncdot.gov/about/board/	19	1	0	5%	19%	19%	-74%	8% (1/12)
UNC BOARD OF GOVERNORS The UNC Board of Governors is the policy-making body legally charged with "the general determination, control, supervision, management, and governance of all affairs of the constituent institutions." http://www.northcarolina.edu/bog/index.htm	34	6	0	18%	25%	16%	13%	33% (3/9)
UTILITIES COMMISSION The Utilities Commission supervises and controls the public utilities of the state as may be necessary and takes action necessary to secure reasonable adequate service for the public's need and convenience. http://www.ncuc.commerce.state.nc.us	7	2	0	29%	43%	29%	0	0% (0/1)

APPENDIX D NORTH CAROLINA GENERAL STATUTE 143-157.1 ON GENDER REPORTING

§ 143-157.1. REPORTS ON GENDER-PROPORTIONATE APPOINTMENTS TO STATUTORILY CREATED DECISION-MAKING REGULATORY BODIES.

http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/BySection/Chapter_143/GS_143-157.1.pdf

- (a) Appointments. – In appointing members to public bodies set forth in subsections (c) and (d) of this section, the appointing authority should select, from among the most qualified persons, those persons whose appointment would promote membership on the body that accurately reflects the proportion that each gender represents in the population of the State as a whole or, in the case of a local body, in the population of the area represented by the or body, as determined pursuant to the most recent federal decennial census, unless the law regulating such appointment requires otherwise. If there are multiple appointing authorities for the body, they may consult with each other to accomplish the purposes of this section.
- (b) Reports Generally. – Each appointing authority described in subsection (a) shall submit a report to the Secretary of State annually which discloses the number of appointments made during the preceding year and the number of appointments of each gender made, expressed both in numerical terms and as a percentage of the total membership of the body. In addition, each appointing authority shall designate a person responsible for retaining all applications for appointment, who shall ensure that information describing each applicant's gender and qualifications is available for public inspection during reasonable hours. Nothing in this section requires disclosure of an applicant's identity or of any other information made confidential by law. The Secretary of State shall prescribe the form used to report these appointments and may accept these reports by electronic means. Reports by appointing authorities shall be due in the Department of the Secretary of State on or before September 1. From these reports, the Secretary of State shall generate an annual composite report that shall be published by December 1. Copies of the report shall be submitted to the Governor, the Speaker of the House of Representatives, and the President Pro Tempore of the Senate.
- (c) State Reporting. – Each State appointing authority that makes appointments to a statutorily created public body, however denominated, except those having only advisory authority, shall file a report with the Secretary of State as prescribed in subsection (b) of this section. The Secretary shall submit to the Governor, the Speaker of the House of Representatives, and the President Pro Tempore by July 1 of each year the names of all State bodies that an appointing authority must report on pursuant to this section.
- (d) Reporting by Local Units of Government. – In those cases where a county or a city is the appointing authority, the reporting required by subsection (b) of this section shall be submitted to the Secretary of State by the clerk of that appointing authority. Appointments to the following local, municipal, or county public bodies, or to public bodies however denominated that have the functions of the following public bodies, must be reported:
1. City or county ABC board, or local board created pursuant to G.S. 18B-703.
 2. Adult Care Home Community Advisory Committee.
 3. Airport Authority.
 4. Community Child Protection Team or a Child Fatality Prevention Team.
 5. Civil Service Board or similarly named board established by local act.
 6. Community Relations Committee.
 7. Council of Governments.
 8. Criminal Justice Partnership Task Force.
 9. Emergency Planning Committee.
 10. Board of Equalization and Review.
 11. Local Board of Health.
 12. Hospital Authority.
 13. Housing Authority.
 14. Human Relations Commission.
 15. County Industrial Facilities and Pollution Control Financing Authority.
 16. Juvenile Crime Prevention Council.
 17. Library Board of Trustees.
 18. Community College Board of Trustees.
 19. Economic development commission.
 20. Area mental health, developmental disabilities, and substance abuse board.
 21. Adult care home community advisory committee.
 22. Local partnership for children.
 23. Planning Board.
 24. Recreation Board.
 25. County board of social services.
 26. A public transportation authority created pursuant to Article 25 of Chapter 160A of the General Statutes, a regional public transportation authority created pursuant to Article 26 of Chapter 160A of the General Statutes, or a regional transportation authority created pursuant to Article 27 of Chapter 160A of the General Statutes.
 27. Local tourism development authority.
 28. Water and sewer authority.
 29. Workforce Development Board.
 30. Zoning Board of Adjustment.
 31. Planning and Zoning Board.
 32. Board of Adjustment.
 33. Historic Preservation Commission.
 34. Redevelopment Commission.
 35. City board of education (if appointive).
 36. Metropolitan Planning Organization.
 37. Rural Planning Organization. (1999, c. 457, s. 1(b), (c); 2007-167, s. 1.)

APPENDIX E BOARDS & COMMISSIONS RESEARCH FORM

BOARDS & COMMISSIONS RESEARCH FORM

Name of Board/Commission/Council/Committee:		
Function: Board Commission Council Committee Other:		
What is the purpose/mission of this Board/Commission?		
Who does this Board/Commission represent?		
Name of the Chairperson:		
When & where does it meet?: How often does it meet?:		
Is there a position currently open on this Board/Commission: Yes No If No, when will a position be available?		
Section – Who is the Appointing Authority?		
State County Municipal		
Governor Lt. Governor President Pro Tempore of the Senate Speaker of the House Other:	County Commissioner Other:	Mayor City Council Town Governing Board Other:
Continuity – Term of Service for this Position: 2 Years 4 Years Other		
Application Process: Written Application Form Letter of Introduction Public Service Profile		
Details:		
Contact Name:		
Email:	Phone:	
Compensation: Paid Position Unpaid Position Expense Reimbursement		
Details:		
What is the decision-making process on this board or commission?		
What major projects is this board/commission currently involved in?		

Expertise – What qualifications do you have that meet this Board/Commissions criteria:

Do you have any Conflicts of Interest relating to this board or commission?: (Financial, Affiliations, Ethics, Spouse, Children)

How much time can you commit pursuing and sitting on this board or commission?:

Websites for information:

Networking ideas for this position:

Steps you will take to begin the process for this appointment:

- 1.
- 2.
- 3.
- 4.
- 5.

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We thank everyone for their efforts and support to make this report possible, yet we acknowledge that the findings and opinions presented in this report are those of The Women's Forum of North Carolina and do not necessarily reflect the opinions of these individuals or the organizations they represent.

