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### A Seat at the Table? Racial/Ethnic & Gender Diversity on Corporate, Hospital, Education, Cultural & State Boards

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#### Recommended Citation

Hardy-Fanta, Carol PhD and Stewartson, Donna, "A Seat at the Table? Racial/Ethnic & Gender Diversity on Corporate, Hospital, Education, Cultural & State Boards" (2007). *Publications from the Center for Women in Politics and Public Policy*. 6.

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# *Research Report*

Center for Women in Politics and Public Policy • McCormack Graduate School of Policy Studies

## A Seat at the Table? **Racial/Ethnic & Gender Diversity on Corporate, Hospital, Education, Cultural & State Boards**

*Carol Hardy-Fanta and Donna Stewartson*

*May 11, 2007*



*The Center for*  
**WOMEN IN POLITICS  
& PUBLIC POLICY**

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## ABOUT THE CENTER FOR WOMEN IN POLITICS & PUBLIC POLICY

The mission of the McCormack Graduate School's Center for Women in Politics & Public Policy at the University of Massachusetts Boston is to promote women's leadership by providing quality education, conducting research that makes a difference in women's lives, and serving as a resource for the empowerment of women from diverse communities across the Commonwealth. Recognizing the talent and potential of women from every community, and guided by the urban mission of an intellectually vibrant and diverse university in the heart of Boston, the Center seeks to expand the involvement of women in politics and their influence on policies that affect them, their families, and their communities. The Center was established in 1994 with the support of the Massachusetts Caucus of Women State Legislators; oversees a Graduate Certificate Program for Women in Politics and Public Policy, and supports other initiatives at the McCormack Graduate School. To find out more about the Center and the McCormack Graduate School, or to order copies of this report, please contact the:

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## ABOUT THE AUTHORS

**Carol Hardy-Fanta** is Director of the Center for Women in Politics and Public Policy at UMass Boston's John W. McCormack Graduate School of Policy Studies. She received her Ph.D. in Public Policy from Brandeis University's Heller School, an MSW from Smith College, and a B.A. from Occidental College. Dr. Hardy-Fanta is author of two books: *Latina Politics, Latin Politics: Gender, Culture, and Political Participation in Boston* (Temple University Press, 1993) and *Latino Politics in Massachusetts: Struggles, Strategies and Prospects* (Routledge Press, 2002). She is also editor of *Women in New England Politics: A Profile and Handbook for Action*. Hardy-Fanta is a nationally recognized scholar on Latina/o politics and has published widely on the intersection of gender, race and ethnicity in politics and public policy. Her policy experience also includes welfare reform, substance abuse and criminal justice, community organization, reproductive rights, mental health, HIV/AIDS programs, and bilingual education. Carol Hardy-Fanta also serves as Director of the Graduate Certificate Program for Women in Politics and Public Policy and co-editor of the *Journal of Women, Politics & Policy*, published by Haworth Press.

**Donna Stewartson**, the Project Director, is Associate Director of the McCormack Graduate School's Certificate Program for Women in Politics and Public Policy. She received her MBA from Simmons Graduate School of Management and a BA in Political Science from Boston College. She has worked as the Special Project Manager at Dimock Community Health Center, Testing Coordinator and Mortgage Scam Consultant at Lawyers, Committee for Civil Rights and Program Technician at Lilla G. Frederick Pilot Middle School. Currently, Ms. Stewartson represents the Center on the MassGap Executive Committee and is also project's Education Liaison. Additionally, as a community activist in Boston, she is an Executive Board Member of the Columbia Washington Street Neighborhood Association, an active member of the Four Corners Action Coalition and Alexander/Magnolia Neighborhood Association, and past member of the Michael Haynes Early Education Center and Early Learning Center Parent Council. Internationally, Ms. Stewartson serves on the Youth International's Committee for the Sierra Leone - Women's Center Project. Ms. Stewartson joined the Center for Women in Politics and Public Policy in November 2004.

# Part I: Diversity on Corporate, Hospital, Education, and Cultural Boards of Directors/Trustees

## Introduction

As part of its larger Diversity Initiative, the McCormack Graduate School of Policy Studies at UMass Boston has undertaken a number of projects. The first was a public opinion survey conducted around the time of the November 2006 elections. The report, *Transformation and Taking Stock: A Summary of Selected Findings from the McCormack Graduate School Diversity Survey*, included a comprehensive look at race relations in the Commonwealth at a time of significant transition—demographically and politically. This report was followed by *A Benchmark Report on Diversity in State and Local Government*, which focused on the percentage of positions filled by gubernatorial appointment to selected senior-level positions in government (and on selected boards and commissions) as well as on elected and appointed positions in ten cities and towns in Greater Boston.

This new study rounds out this series on diversity on governing bodies filled through appointments. For the first time in the history of the Commonwealth, however, researchers at the McCormack Graduate School's Center for Women in Politics & Public Policy undertook a comprehensive study of who sits on the boards of directors/trustees of the top corporations, hospitals, higher education institutions (both private and public) and a sample of major cultural institutions. These are important decision-making positions and we are pleased to share our findings on the racial and gender diversity—or lack thereof—on these for-profit and not-for-profit boards.

## About the study

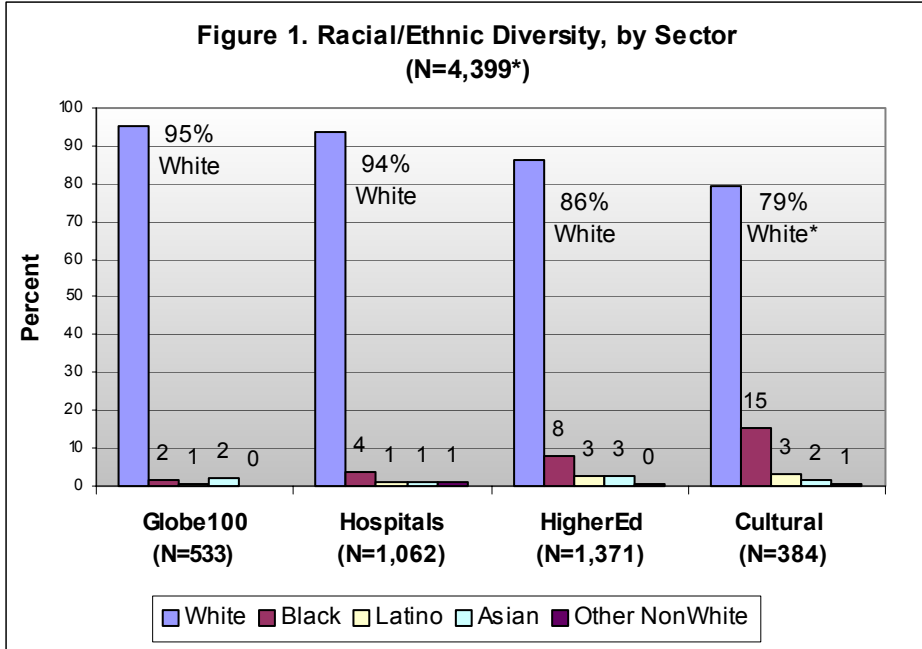
Researchers at the Center identified the board members of 88 top corporations, 65 hospitals, 66 private and public colleges and universities, and 23 cultural institutions. We ultimately identified almost 4,500 individuals sitting at the board tables; the level of cooperation (in large part due to the talent and perseverance of our researchers) was remarkable: we gathered information on gender for 95 percent and on race/ethnicity for 75 percent of these board members.

## Major Findings

### *Diversity by Race/Ethnicity*

Figure 1 shows the breakdown by race/ethnicity and sector (details for each sector are provided below). As can be seen from this figure:

- The boards of directors for the top corporations in Massachusetts are overwhelmingly (95 percent) non-Hispanic white.
- Hospital boards also demonstrate little diversity by race: 94 percent of their board members are non-Hispanic white.
- Boards of trustees for public and private institutions of higher education a level of racial/ethnic diversity (14.6 percent) that is much closer to the share of the state's population that is made up of people of color.
- People of color are most evident on our sample of cultural institutions: they hold 21 percent of these seats—matching their share of the population. The cultural institutions studied were a sample that included a relatively large number of museums/cultural centers that dedicated to African American or Latino communities. Excluding them from the analysis reveals that the **cultural institutions are actually 89% non-Hispanic White**. Blacks make up just 7% and Latinos and Asians just 2% each of their boards members.



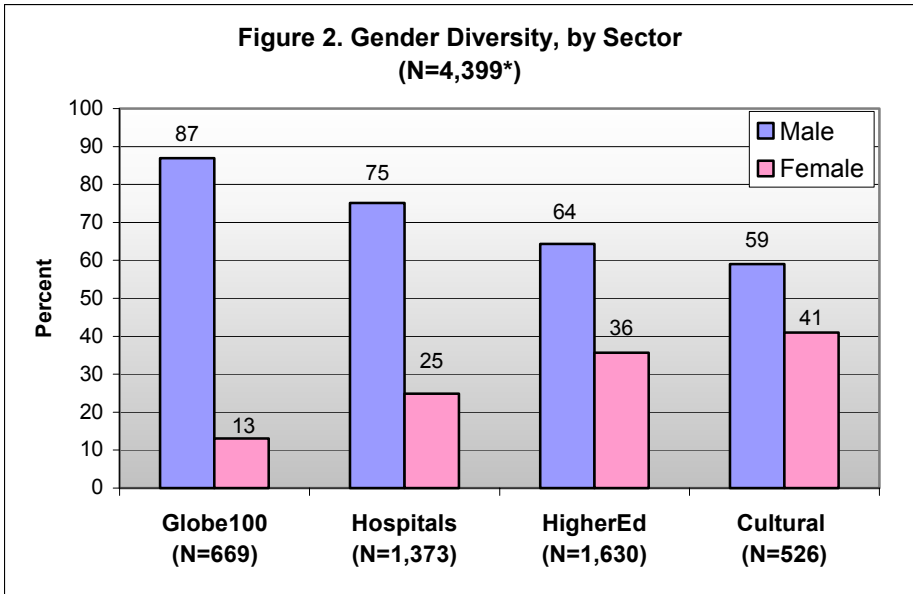
\* Note: The apparently greater diversity on boards of cultural institutions is misleading. The cultural institutions studied were a sample that included a relatively large number of museums/cultural centers that dedicated to African American or Latino communities. Excluding them from the analysis reveals that the **cultural institutions are actually 89% non-Hispanic White**. Blacks make up just 7% and Latinos and Asians just 2% each of their board members.

The cultural institutions dedicated to communities of color likewise lack diversity—but in the opposite direction: 88% of board members on African American cultural institutions are black and all of the members of the Latino cultural institutions studied are Latino.

**Diversity by Gender**

Figure 2 shows the gender diversity on the boards of directors/trustees by sector. It is clear from this figure that women’s representation:

- Is lowest on corporate boards (just 13 percent)
- Rises to a quarter of seats on hospital boards – but still well below their 52 percent share of the population
- Approaches a rate closer to their share of the population on higher education boards
- Reaches 41 percent of boards of our sample of cultural institutions



\* Note: There are 4,399 individual board members listed in our dataset; we were not able to gain information for all of them by race/ethnicity or gender. The Ns by sector are indicated in parentheses under each category on the charts.

## Analysis by Sector

### *Globe100 Corporations*

We were able to gather data on 88 of the corporations included in the Globe100 list: eight indicated that they were either subsidiaries of national corporations or that their headquarters were, in fact, located out of the state or even the country; for another eight, for another two, we were unable to locate information on the company or its board. The total number of board members identified was 772.

Although 28 (28%) of the corporations refused to participate but we were able to deduce the sex of the board members in most of the cases and occasionally gain information on the race/ethnicity of individual board members even for those boards. Ultimately, our response rate was 69 percent for race/ethnicity and 89 percent for sex of corporate board members.<sup>1</sup>

#### **Racial Diversity on Corporate Boards**

- 94.9% of board members are white (506 out of the total 533 for whom we had race/ethnicity).
- Just eleven (2.1 percent) were black/African American
- Only four (0.8 percent) were identified as Hispanic/Latino.
- Eleven (2.2 percent) were Asian.<sup>2</sup>

#### **Gender Diversity on Corporate Boards**

- Women make up just 85 (12.7 percent) of the 669 board members for whom we had information on sex.

### *Hospitals*

We identified 125 hospitals. These included 35 that are part of chains/hospital groups either covered by national boards or boards included elsewhere in our analysis; 13 hospitals for which we could find no information and 12 which refused to participate. Our response rate for race/ethnicity of these 1,446 board members on the remaining 65 hospitals was 73 percent; for sex it was 95 percent.<sup>3</sup>

#### **Racial Diversity on Hospital Boards**

- 994 (93.6 percent) of 1,062 members of boards of directors/trustees of the state's hospitals are non-Hispanic white
- Blacks/African Americans hold 39 (3.7 percent) of the seats.

- Latinos hold just 11 (1 percent) of board memberships
- Ten Asians hold less than 1 percent of the total

#### **Gender Diversity on Hospital Boards**

As can be seen from Figure 2, women do somewhat better on hospital boards than they do on corporate boards:

- Women make up a quarter of the 1,630 positions on the 65 hospitals' boards of directors/trustees

### *Higher Education Institutions*

Researchers first made a comprehensive list of public and private institutions of higher education in the Commonwealth of Massachusetts (including community colleges<sup>4</sup>). For the 66 colleges and universities, we identified 1,639 board members. The response rate for race/ethnicity was 84 percent; for sex it was 99 percent.

#### **Racial Diversity on Higher Education Boards**

- 1,184 (86.4 percent) of 1,371 members of boards of directors/trustees of the state's higher education boards are non-Hispanic white.
- People of color hold 13.6 percent of these positions – a rate substantially higher than their share of board memberships on corporate or hospital boards, albeit still below their share of the population in this state, which is about 20 percent.
- Blacks/African Americans, in particular do better than the previous two sectors: they hold 110 (8 percent) of the seats—about their share of the state's population.
- Latinos, however, hold just 37 (2.7 percent) of the seats at the board tables—well below their 8 percent share of the state's population.
- Asians do substantially better on higher education boards: there are 34 Asians on these boards, making up 2.5 percent of the total.

#### **Gender Diversity on Higher Education Boards**

As can be seen from Figure 2 above, women continue the upward swing—holding more than a third (35.7 percent) of the 1,630 seats on higher education boards.

## Cultural Institutions

We selected a sample of 23 major cultural institutions in Massachusetts (see appendix for list) with a total of 542 board members identified.<sup>5</sup> The response rate was 71 percent for race/ethnicity and 97 percent for sex.<sup>6</sup>

### Racial Diversity on Boards of Cultural Institutions

- 304 (79.2 percent) of the 384 members of boards of directors/trustees of the cultural institutions studied are non-Hispanic white
- Blacks/African Americans hold 59 (15.4 percent) of the seats—well above their share of the state’s population. However, as noted above, these institutions are located primarily in Boston (compared to the other boards studied)—a city that is majority-minority.
- Latinos hold just 13 (3.4 percent) of board memberships in this sector
- Six Asians hold 5 seats, 1.6 percent of the total
- However, as noted above: The apparently greater diversity on boards of cultural institutions is misleading. The cultural institutions studied were a sample that included a relatively large number of museums/cultural centers that dedicated to African American or Latino communities.
- Excluding them from the analysis reveals that the cultural institutions are actually 89% non-Hispanic White. Blacks make up just 7% and Latinos and Asians just 2% each of their boards members.
- The cultural institutions dedicated to communities of color likewise lack diversity—but in the opposite direction: 88% of board members on African American cultural institutions are black and all of the members of the Latino cultural institutions studied are Latino.

### Gender Diversity on Cultural Institutions

As can be seen from Figure 2, women do the best on boards dealing with cultural affairs than in any other sector: Women make up a 41 percent of the 526 positions on these 23 boards of directors.

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## Notes on Corporate, Hospital, Education & Cultural Boards

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<sup>1</sup> Sixty-two companies provided our telephone survey out of the 88 companies that were Massachusetts based and where information about the company was available. We did not include boards that were out of state/country or for which we were unable to locate any company information.

<sup>2</sup> We included not only Asians from China, Japan and other East Asian countries but also South Asians (India) and Southeast Asians in this category.

<sup>3</sup> Note: we were able to increase our response rate for sex by deducing sex from the first name, where it was clear. If there was any doubt, we coded that individual as missing for sex.

<sup>4</sup> In general, we did not include technical schools. We would also like to note that only 7 colleges/ universities refused to cooperate with our survey; the refusal rate was only 11 percent for the race/ethnicity of members on boards of higher education institutions.

<sup>5</sup> Note: Because of limitations in time this category, we did not attempt to be as comprehensive for as the others. Most, it is also true, are located in Boston.

<sup>6</sup> Only one board refused or could not provide the information in time for compiling this report; some boards were only able to provide partial information on race/ethnicity.

## PART 2: STATE BOARDS & COMMISSIONS

On February 7, 2007, the McCormack Graduate School’s Center for Women in Politics & Public Policy at UMass Boston released *A Benchmark Report on Diversity in State and Local Government*, a study commissioned by the (now-named) Initiative for Diversity in Civic Leadership. In addition to findings on representation in municipal elected and appointed positions in ten cities and towns in Greater Boston, the research looked at the racial diversity of 163 top-level positions in state government and reflected appointments filled during or prior to the end of the Romney Administration.

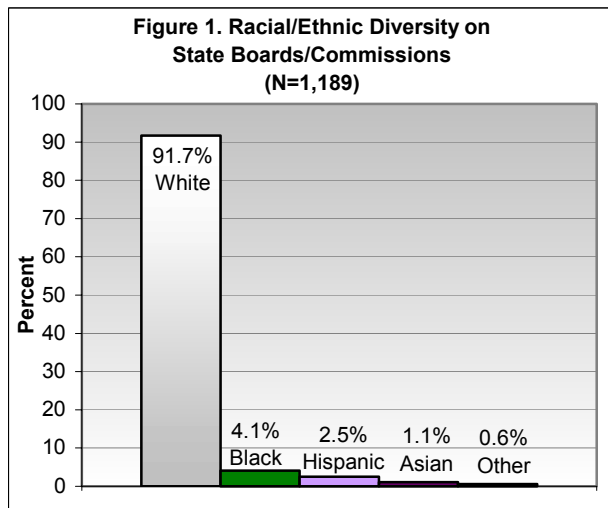
The major finding was that, in a state that is close to 20% minority, people of color held just 11% of these top positions. Furthermore, while Blacks/African Americans held 8.6% of appointments (higher than their share of the state’s population), Latinos made up just 1.8% of these positions (well below their share of the population), and Asians were even less well represented, with just one appointment (0.6%).

Following the release of this report, the Initiative for Diversity in Civic Leadership commissioned an *expanded* study with the goal of determining the diversity of a much larger number of almost 200 boards and commissions filled by gubernatorial appointment. The findings from this new study, which are reported here, are particularly timely since the new administration at the State House is poised to begin making its first round of board-level appointments.

### THE STATE OF DIVERSITY

Figure 1 shows that, of the 1,189 individuals on the 194 boards and commissions for whom we obtained race/ethnicity (see Table 1):

- The vast majority (91.7%) is non-Hispanic White.
- Just 99 (8.3%) are minorities—less than half of their share of the population (20%) in the Commonwealth. Forty-nine (4.1%) are Black/African American (in a state where they now make up about 7% of the population)
- Latinos hold just 30 (2.5%) of board appointments (compared to their 8% share of the population). However, 13 (43%) of the 30 are concentrated on the Latino-American Advisory Council. Excluding this board, **the actual percentage of Hispanics/Latinos on state boards and commissions is just 1.4%.**
- Asians are the least well represented on boards and commissions; we found just 13 (1.1%) out of the 1,189 positions.



### ABOUT PART 2 OF THE STUDY

The McCormack Graduate School’s Center for Women in Politics & Public Policy requested a complete listing of all boards and commissions as of 12/31/06 from the Office of the Governor. On February 21, 2007, we received 264 documents (“Briefs”). These Briefs detailed the relevant law; number of members; appointing authority; qualifiers; term lengths; current members with appointment information; and compensation authorized (if any). After examining these documents we concluded that, because the interest was in appointments to boards and commissions, certain categories would not be included, i.e., secretaries and undersecretaries of executive offices; commissioners/deputy commissioners; and directors or deputy directors of departments. We also eliminated any duplicates, reclassified a small number of other boards/commissions, and determined that 194 boards and commissions remained for analysis.<sup>1</sup>

We first created a database for these 194 boards and commissions containing all of the information provided. We then worked to locate a URL for the board or authorizing office’s website and contact information for each board/commission. A team of researchers then contacted the responsible official to verify whether the incumbents listed were still on the board and, if not, to obtain the names of the correct appointees. The researchers then used a survey protocol to verify the sex and race/ethnicity of each appointed official. Where necessary, a letter was faxed or emailed to further explain the study and to maximize cooperation.

Table 1 indicates the current status of data collection as of 4/12/07. Of the 194 boards and commissions (hereafter referred to simply as “boards”), 16 (8%) are inactive or awaiting new appointments. Eight (4%) of the boards refused to provide sex or racial data, and we were unable to locate or obtain data for another ten (5%) of the boards. (A full list of all the boards with their status is provided in the Appendix.) The data were collected between February 21 – April 12, 2007, and reflect appointments made during or prior to the Romney Administration.

**Table 1. Status of Data Collection, by Boards and Board Members**

Boards	N (%)
Total number	194 (100%)
Inactive or waiting new appointments	16 (8%)
Refused to provide information/DK	8 (4%)
Missing data	10 (5%)
Board Members	
Total number	2,085
Number on active boards	1,572
With data on sex*	1,505 (96%)
With data on race/ethnicity*	1,189 (76%)

*\*Percentage is of active boards only.*

Table 1 also shows that 2,085 members sit on these boards<sup>2</sup>; 1,572 are on boards that are currently active. Our response rate for identifying the sex and race/ethnicity of board members was excellent: 96% of the cases for sex and 76% for race/ethnicity.<sup>3</sup>

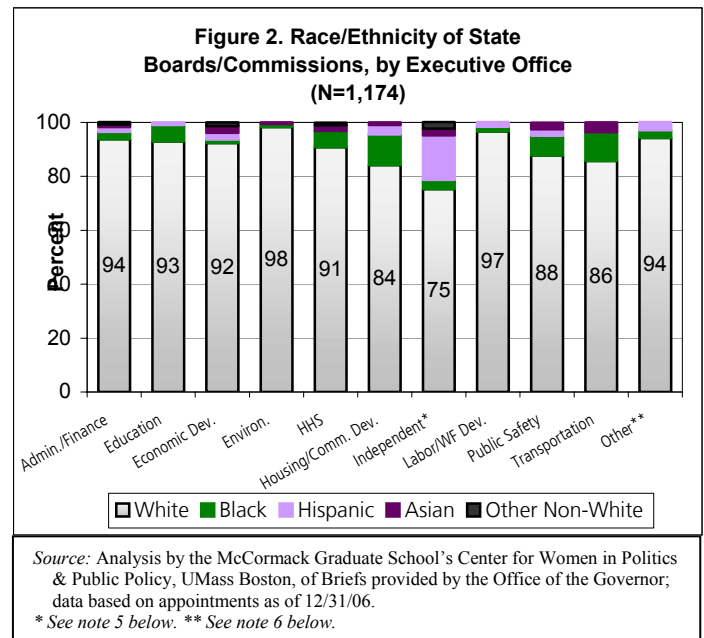
***Under-representation by Latinos is actually worse than Figure 1 suggests: Almost half of all Latinos on the state’s boards serve on the Latino-American Advisory Commission. Excluding this board, the more accurate measure of Latino appointments statewide is just 1.4 percent.***



## Diversity by Executive Office<sup>4</sup>

Figure 2 and Table 2 (below) describe the breakdown by race/ethnicity and executive office. It is very clear from these that the executive offices that are overwhelmingly (non-Hispanic) White are Environmental Affairs (98% White); Labor and Workforce Development (97% White); and Administration and Finance (94% White).

- Only three (1.7%) of the 180 board/commission positions under the Executive Office of Environmental Affairs are people of color; two are Black and one is Asian. There are no Latinos.
- Just one Black/African American (1.7%) and one Latino (1.7%) are among the 60 board members under the Executive Office of Labor and Workforce Development. There are no Asians.
- Among the 339 board members under the Executive Office of Administration and Finance, nine (2.7%) are Black/African American; six (1.8%) are Latino; three (0.9%) are Asian (1.3%); and three (0.9%) are other non-White.
- Racial/ethnic diversity is also extremely low (just 5.7%) on the boards/commissions categorized as “Other” (i.e., Board of Trustees of the State Library; Public Employees Retirement Administration Commission; State Ballot Law Commission; and the State Lottery Commission). There is just one Black/African American and one Latino out of the 35 positions in this category.



**Table 2. Race/Ethnicity of Gubernatorial Appointments, by Executive Office (N=1,174)**

Executive Office	Race/Ethnicity N (%)				
	White	Black	Latino	Asian	Other Non-White
Admin. & Finance	318 (93.8)	9 (2.7)	6 (1.8)	3 (0.9)	3 (0.9)
Education <sup>4</sup>	107 (93.0)	7 (6.1)	1 (0.9)	0 (0)	0 (0)
Economic Dev.	73 (92.4)	1 (1.3)	2 (2.5)	2 (2.5)	1 (1.3)
Environment	177 (98.3)	2 (1.1)	0 (0)	1 (0.6)	0 (0)
HHS	89 (90.8)	6 (6.1)	0 (0)	2 (2.0)	1 (1.0)
Housing/Comm. Dev.	96 (84.2)	13 (11.4)	4 (3.5)	1 (0.9)	0 (0)
Independent <sup>5</sup>	64 (75.3)	3 (3.5)	14 (16.5)	2 (2.4)	2 (2.4)
Labor/Workforce Dev.	58 (96.7)	1 (1.7)	1 (1.7)	0 (0)	0 (0)
Public Safety	36 (87.8)	3 (7.3)	1 (2.4)	1 (2.4)	0 (0)
Transportation	24 (85.7)	3 (10.7)	0 (0)	1 (3.6)	0 (0)
Other <sup>6</sup>	33 (94.3)	1 (2.9)	1 (2.9)	0 (0)	0 (0)
Total (N=1,174) <sup>7</sup>	1,075 (91.6)	49 (4.2)	30 (2.6)	13 (1.1)	7 (0.6)

- The Executive Offices of Education, Economic Development, and Health and Human Services are also predominantly non-Hispanic White: 93%, 92% and 91%, respectively. Table 2 shows the overall number of positions and the numbers and percentages by race/ethnicity for each of those offices.

The executive offices with the highest levels of racial diversity are Housing (15.8%); Transportation (14.3%) and Public Safety (12.2%). However, we found:

- Together, people of color account for just 27 out of a total 183 positions on boards under these three executive offices.
- Of these 27 positions held by people of color, Black/African Americans make up the majority (70%), and there are just five Latinos (18%) and three Asians (11%) among all board members of color under these offices.

It would appear from Figure 1 and Table 2 that 25% of the 64 appointees on boards and commissions classified as “Independent” are people of color—and that Latinos, with 14 appointments—fare the best in this category. However, as mentioned earlier, **13 of the 14 Latino appointments on boards in the Independent category are on the Latino-American Advisory Council (LAAC)**. By including only boards *not* dedicated exclusively to Latinos, the data indicate that:

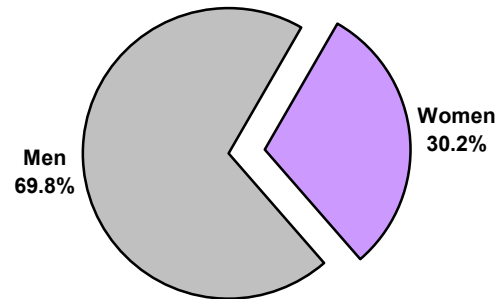
- Non-Hispanic Whites make up 88.7% of the (non-LAAC) “Independent” boards and commissions.
- Seven of the nine boards in this category have no Latinos; seven have no Blacks/African Americans, and eight have no Asians.
- Three Black/African Americans make up 3.5% of these boards; there is one (non-LAAC) Latino (1.4%); and two Asians (2.4%) on these boards or commissions.

## Gender Diversity

Figure 3 illustrates that gender diversity is also quite low on the Commonwealth's boards and commissions:

- Women make up just 30.2% of those holding positions on state boards and commissions filled through gubernatorial appointment—in a state where they are more than half of the population.
- The executive offices with a higher than the average proportion of women include Public Safety (39%) and those categorized as “Independent” (49%) and “Other” (42%).
- However, excluding the “women-dedicated” Massachusetts Commission on the Status of Women’s 19 members, women’s share of the “Independent” boards goes down to 41%. Furthermore, half of the boards/commissions in this category either have no women (or, in the case of the State Ethics Commission, just one) and have percentages well below that of women’s share in the population.

**Figure 3. Gender Diversity on State Boards & Commissions (N=1,505)**



## SUMMARY & RECOMMENDATIONS

The Commonwealth is poised at a new threshold. With a new Governor in the corner office, there is an opportunity to fulfill a vision of one of our founding fathers, John Adams, who declared that representative bodies should be “in miniature an exact portrait of the people at large.”<sup>8</sup> In making new appointments, we recommend:

1. Appointments that come much closer to the racial/ethnic and gender diversity of the Commonwealth—where people of color make up almost 20% of the population and over 50% are women.
2. A greater transparency in government when it comes to boards and commissions. Even researchers with considerable skills found it difficult to navigate the intricacies—and, at times, resistance—of bureaucracy when trying to find out simple facts about a given board, such as who was in charge of the board/commission; how to contact someone on the board to get information; and who its members were.
3. A greater openness about the racial/ethnic make up of these appointed positions; it was much easier to deduce or obtain information about sex than about race/ethnicity.
4. An examination of appointment practices that tend to draw upon many of the same individuals to sit on multiple boards; we note that the same names appear over and over again. There are many talented people of color and women who can bring established expertise as well as a fresh look to the workings of government on these boards and commissions.
5. That people or color (or women) are not relegated only to boards or commissions that are “dedicated” to a specific racial/ethnic group (e.g., the concentration of Latinos on the Latino-American Advisory Board).
6. An independent and systematic research program—commissioned and supported by the Office of the Governor—that will track progress over time.

### NOTES

A word on racial/ethnic categories: “White” is non-Hispanic white/Caucasian; “Black” includes African Americans and/or those who identify as Caribbean Black. “Hispanic” or “Latino” may be of any race and include those from countries such as Latin/South/Central American, Mexico, Puerto Rico and the Dominican Republic; in our research, this category does not include those who are Portuguese. “Asian” includes not only those from countries such as China, Japan, Korea, Taiwan, etc., but also South Asians (e.g., from India, Pakistan, etc.), and Southeast Asians; this group also includes those of Hawaiian and Pacific Islander origin. The category “Other NonWhite” includes all other non-whites (e.g., Native Americans/American Indians; those from the middle east; Arabs and Native Americans/American Indians and Alaska Natives).

1. Among the briefs received, we were unable to locate the Administrative Records Census Task Force; we did not include agricultural/ technical schools. The Boards of Trustees for Brigham and Women’s Hospital and the Mass General Hospital are subsumed under the Partners Health Care. For the Boston Redevelopment Authority we included only one position—that appointed by the Governor. The Advisory Board on Toxics Use Reduction is listed as the Science Advisory Board (see Appendix for a full listing of boards and their data status).

2. Note: We were unable to separate those whose positions were filled by gubernatorial appointments versus ex officio, etc.

3. Since a response rate of 70 percent or higher is considered generalizable to the universe of cases, additional data collection is unlikely to yield differences in results that are statistically significant.

4. At the time the analysis was being conducted, the Office of the Governor was making shifts in its cabinet. Our designation of what constituted an “executive office” and the categories to which boards/commissions were assigned reflect some of the recent reorganization (for example, *re* what was formerly the Department of Education). On the other hand, since the board analysis was based on data current as of 12/31/06, we retained the designation of the previous administration (with separate Offices of Economic Development and Housing and Community development).

5. The boards categorized as Independent include the Board of Directors of the Community Economic Development Assistance Corporation; Boston Finance Commission; Franklin Education Foundation; Inspector General’s Advisory Council; Investment Committee of the Mass Capital Resource Corporation; Latino-American Advisory Council; Martha’s Vineyard Commission; Massachusetts Commission on the Status of Women; Massachusetts Service Alliance; New England Aquarium Board; and the State Ethics Commission. We relied on the Office of the Governor when assigning these boards/commissions to the “Independent” category.

6. These included the Board of Trustees of the State Library; Public Employees Retirement Administration Commission; State Ballot Law Commission; and the State Lottery Commission. We relied on the Office of the Governor when assigning these boards/commissions to this category.

7. The numbers do not match those in Figure 1 exactly because it was not possible to classify all boards by executive office which means the Total N for this analysis (1,174) is slightly lower than the N for the analysis by race/ethnicity as a whole (1,189).

8. John Adams, *Thoughts on Government*, Apr. 1776 Papers 4: 86–93.



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