

**AFRICAN AMERICAN AND WOMEN BOARD MEMBERS
IN THE PITTSBURGH REGION**

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EXECUTIVE SUMMARY

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As a significant portion of the population, African Americans and women can provide important perspectives and vision concerning their own populations as well as the community in general. Their participation as decision makers on the region's most influential boards is critical to quality of life in the region.

This report documents the representation of African Americans and women on the boards of major economic development organizations and major employers in the Pittsburgh area. Data on board members were collected from 42 general economic development and three African American economic development organizations in the region during March 2001 and from 21 major employers in the region during February 2001. The 2001 data for economic development organizations are also compared to data from our earlier study in 1999. In addition, three graphs are provided to display the main findings.

This report is a product of our One Economy Research Project, which is designed to monitor the economic conditions of African Americans and women in the region and suggest ways to improve these conditions. The Building One Economy Committee of the Working Together Consortium proposed the project, and The Pittsburgh Foundation and The Richard King Mellon Foundation funded the project.

Findings on Economic Development Boards

African American Board Members

- African Americans in March 2001 held 87 (10.2%) of the 850 board positions for the 45 major economic development organizations (EDOs) in the Pittsburgh region. African Americans held 61.3% of the board positions for the three African American EDOs and 8.3% of the board positions for the 42 other EDOs (hereafter called general EDOs). The median for African American board membership among the 42 general EDOs was 7.2%. Almost one-third (13) of the 42 general EDOs had no African American board members in March 2001. Fifteen of the 41 general EDOs studied in 1999 had no African Americans.
- African American representation increased from 52 (6.4%) to 63 (8.0%) on the boards of the 37 general EDOs that were studied in both March 1999 and March 2001. African American representation declined from 32 (80.0%) in 1999 to 19 (61.3%) in 2001 on the boards of the three African American EDOs.

- Of the 37 general EDOs that were studied in both March 1999 and March 2001:
 1. 13 (35.1 %) had no African American board members in 1999 and 11 (29.7 %) had none in 2001
 2. The median African American board membership increased from 5.9% to 6.7%
 3. 13 (35.1%) increased the African American percentage of members, nine (24.3%) decreased, and 15 (40.5%) stayed the same
- Three general EDOs were identified that focus on the city of Pittsburgh. Two of these in March 2001 were found to have African American board membership (10.5% and 20.0%) that was substantially less than the African American share (24.0%) of the city's working-age population in 2000.
- Five general EDOs were identified that focus on Allegheny County. Two of these in March 2001 were found to have no African American board members.

Women Board Members

- Women in March 2001 held 147 (17.3%) of the 850 board positions for the 45 major economic development organizations in the Pittsburgh region. Women held 32.3% of the board positions for the three African American EDOs. The total percentage (16.7%) and the median percentage (16.7%) for the 42 general EDOs were both substantially below women's share (51.2%) of the region's working-age population in 2000. Nine of the 41 general EDOs studied in March 1999 had no women board members, and six of the 42 studied in March 2001 had none.
- Female representation changed from 137 (16.7%) to 134 (16.9%) on the boards of the 37 general EDOs that were studied in both March 1999 and March 2001. Female representation on the boards of the three African American EDOs equaled 10 in both 1999 and 2001, and the share of total members increased from 25.0% in 1999 to 32.3% in 2001.
- Of the 37 general EDOs studied in both March 1999 and March 2001:
 1. 7 (18.9%) had no women board members in 1999 and 4 (10.8 %) had none in 2001
 2. The median female board membership increased from 16.0% to 16.7%
 3. 17 (45.9%) increased the women percentage of members, 11 (29.7%) decreased, and nine (24.3%) stayed the same

Findings on the Boards of Major Employers

African American Board Members

- African Americans held 24 (6.4%) of the 374 board positions for the 21 major employers in the Pittsburgh region studied in February 2001. The median for African American board membership was 4.8%. The total percentage (6.4%) and the median percentage (4.8%) were below the African American share (7.6%) of the region's working-age population in 2000.

- About half (10) of the 21 boards of the major employers had no African American members.

Women Board Members

- Women held 62 (16.6%) of the 374 board positions for the 21 major employers in the Pittsburgh region studied in February 2001. The median for women board membership was 11.1%. The total percentage (16.6%) and the median percentage (11.1%) were both substantially below women's share (51.2%) of the region's working-age population in 2000.
- About one-fourth (5) of the 21 boards of the major employers had no women members.

Conclusions and Recommendations

Major barriers to board diversity

- Limited networks for minorities and women who are potentially qualified for and interested in board membership.
- Restrictive recruitment and selection criteria that narrow the pool of candidates to past and present senior executives of other organizations, such as CEOs, vice presidents, and board chairmen, who are not as likely to be racial/ethnic minorities and women.

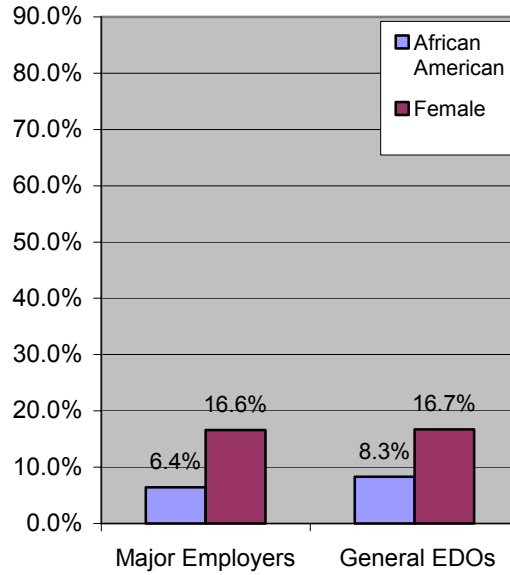
Recommendations for organizations

- Constantly renew the board.
- Prepare a profile of current board members and identify diversity "gaps," goals and progress.
- Broaden networks used to identify qualified board candidates by professionalizing the nominating process.
- Utilize minority directories, such as Pittsburgh's *African American Leadership Directory*, to identify potential candidates.
- Expand board member recruitment/selection criteria.
- Consider whether "minority" board members serve on significant committees within the board.
- Track diversity throughout all ranks of the organization.

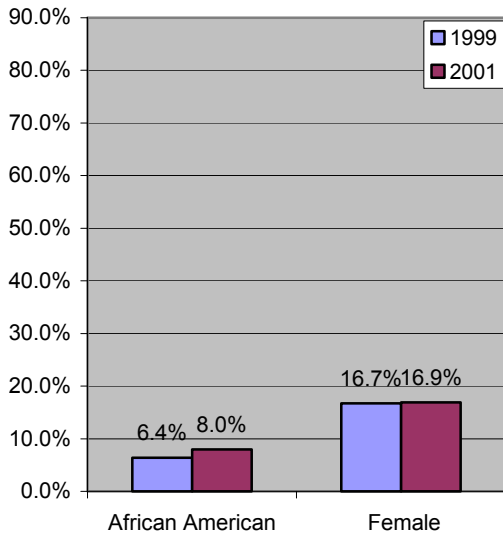
Recommendation for aspiring board members

- Establish working relationships with current board members in a variety of organization types whenever possible.

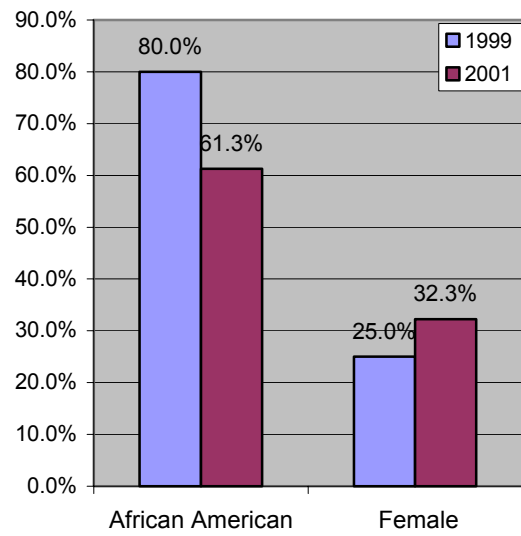
1. African American and Female Board Membership at 21 Major Employers, February 2001 and at 42 General EDOs, March 2001



2. African American and Female Board Membership at 37 General EDOs, March 1999 and March 2001



3. African American and Female Board Membership at 3 African American EDOs, March 1999 and March 2001



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INTRODUCTION

The purpose of this report is to document current African American and female representation on the boards of the major economic development and major employer organizations in the Pittsburgh region. We aim to outline changes on the economic development organization boards since our previous study (Bangs and Weldon, 1999) and to introduce baseline data for later comparisons of diversity on Pittsburgh's major employer boards. This report also discusses some ways to improve African American and female representation on boards in the greater Pittsburgh area.

IMPORTANCE OF AFRICAN AMERICAN AND FEMALE REPRESENTATION ON BOARDS

Although some organizations proudly aim to be "color blind" and "gender blind," many are instead increasingly valuing diversity within the company infrastructure (Kuczynski 1999). Recognizing that women and men of different cultural backgrounds have different business styles and approaches, for example, can actually enlighten and of course diversify more traditional (white male) methods. In addition, organizations of all types are acknowledging that a mutually respectful, accepting, and understanding work environment can only encourage worker productivity and sensitivity to clients/community members.

Barry Bader and Sharon O'Malley (2000) present a useful way to perceive diversity in the context of board membership. They define diversity in terms of different "competencies": 1) Universal competency has to do with personal characteristics such as commitment, integrity, objectivity, etc.; 2) Collective competency involves one's actual qualifications and experience in carrying out financial/business transactions and decisions; and 3) Desirable competency includes gender/racial/ethnic diversity or extensive knowledge in a particular technical or other emerging field. The term "desirable" here indicates that racial and gendered diversity on boards of directors is an optional and of course preferred goal. The United Way of Minneapolis Area and The Management Assistance Program for Nonprofits also rate "desirable" diversity as "recommended,"

not “essential” on their Checklist to Evaluate a [Nonprofit] Board of Directors (*see Appendix A as a guide to meeting various types of “competencies”*). While we will be focusing on the third type of “competency,” we acknowledge the importance of a combination of all three.

In all organization types: Representation, conflict and creativity

Racial/ethnic and gender diversity also bring other valuable diversities. Different perspectives, different experiences, and different communication styles can not only bring valuable insight directly to the board meetings themselves, but such variation can also be useful in that it represents more of the diversity within the community, within the particular industry the company or organization is involved with, and within the customer base/target population of the company/organization (Gotcher 1999). For instance, minorities and women would generally have more intimate knowledge of the consumer/population of minorities and women needs than would anyone else (Kuczynski 1999). In addition, the board members can bring together and utilize their “diverse strategic skills” (Biggins 1999) to govern more effectively.

Daniel Forbes (1999), who maintains that diverse boards have access to diverse resources, also states that diverse boards have an irreconcilable amount of conflict, interaction difficulty, and separation. He says that because boards consist of “part-timers” who meet infrequently, their members have little time to resolve the differences between them. He also emphasizes that these diverse board members may find it difficult to understand one another (especially when there are differences in field of expertise) and that they may thus be inhibited from sharing information and opinions with one another.

Sherry Kuczynski (1999) holds that although diverse boards may confront more conflict amongst each other, they will more likely produce better decisions from a more creative pool of ideas. Diversity in background and perspective can only add an innovative, more informed position. This well-informed position, she adds, is especially important to boards, in which solving complex, unforeseen problems is a vital activity.

In for-profit corporations: Leadership by example, effective management, and profitability

Since the board is often considered the cornerstone of the modern corporation, its lead dictates the mission and course of action for the entire company (Wendt 2000). So if a corporation intends for its company-wide diversity initiatives to be successful, it must pursue diverse company leadership as well (Kuczynski 1999). Without effective management of it, diversity in the workforce alone will not lead to beneficial results. Once the diverse board itself sets the precedent and actively advocates the importance of diversity throughout all levels of company leadership and representation, Kuczynski suggests that company morale on the whole would improve as would employee pride in the company for “doing the right thing” by rewarding individual merits to all genders and races.

Following the trend of the nation’s top companies, companies with diverse boards may be viewed as “less risky” to investors, cites Kuczynski (1999). She says, “Companies that are diverse in the highest ranks are probably making better decisions about diversity and workforce management in general”...“because they are successfully channeling diverse people to the top of the organization” (p. 70). Indeed, the board represents “a picture of the corporate culture and a picture of the quality of management” (Amy Domini in Kuczynski 1999, p. 67). To sum, Carolyn Kay Brancato (in Feinberg 1999, p. 18) adds, “Diversity is an issue in corporate effectiveness.”

Although the link between gender/racial/ethnic diversity on boards and profitability of for-profit companies remains inconclusive, it is useful to note that all of the top ten Fortune 500 companies (measured according to profitability) have at least one woman and at least 9 have “people of color” serving on their boards of directors (Biggins 1999). Having “at least one” representative or “token” member of a particular group on the board is not the ultimate goal, but it does demonstrate some commitment to valuing diversity. Overall, U.S. boards of directors are expanding to include members of many “competencies,” though at a rather slow pace. Boards in Pittsburgh also follow the same trend, as demonstrated below.

DATA COLLECTION METHODS

In February of 2001 we collected data on board membership for the Pittsburgh area’s major employers. In March of this year we also surveyed the region’s major economic development

organizations. Our intent was to compare the racial and gender composition of boards of directors in these organizations to the available working-age populations in the Pittsburgh metropolitan area (*see Table 1*) and to board membership data on economic development organizations in the 1999 report by Bangs and Weldon.

We called each of the organizations (to be described in the following two subsections) and asked for the most recent list of board members and information on the racial and gender composition of board members. Most of the organizations that participated in this study then faxed or emailed their lists to us, and a few with smaller boards dictated their information over the phone. Only current, active, appointed primary delegates were counted as board members in this study. Ex-officio, emeriti, honorary, and “alternate” members were not included. The organizations either indicated the race and gender of the members at the time that they communicated the information to us or were contacted again by telephone. The designations “African American” and “woman” were defined by the contact person at each organization.

In terms of the working-age population, African Americans comprised 24.0% of the City of Pittsburgh’s total working-age (18 - 64) population, 11.7% of Allegheny County’s working-age population and 7.6% of the Pittsburgh metropolitan statistical area’s (MSA) working-age population in 2000 (*see Table 1*). Working-age women represented about 51% of the total working-age population in the city of Pittsburgh, Allegheny County, and the entire MSA. Black working-age women constituted 13.4% of the working-age population in the city, 6.5% in the county, and 4.2% in the MSA.

Particularly concerning the economic development organizations, although a general comparison of available population and board membership is telling, we emphasize our specific comparisons between organizations that primarily serve the city and the corresponding city population, Allegheny County organizations and the county population, and so on. Since each of the organizations presented in this report impacts city, county, and metropolitan area populations differently, we do our best to most accurately compare the populations of each statistical area with the data we collected for this study.

Economic Development Organizations

We started with the “44” major economic development organizations listed in our Center’s previous report (Bangs and Weldon, 1999). There has been some change in economic development organizations in the last two years. One of the 44 organizations no longer exists (*Penn Southwest Association*), and two have changed their names (*Public Auditorium Authority* is now *Sports & Exhibition Authority of Pittsburgh and Allegheny County* and *Westmoreland Economic Development Corporation* is now *Economic Growth Connection*). We have corrected one organization’s name (*Pittsburgh High Technology Council* is *Pittsburgh Technology Council*), and two (*Allegheny County Department of Economic Development* and *Allegheny County Industrial Development Authority*) have been corrected to represent three different boards (*see notes in Table 2*). Also, two organizations have been added (*Allegheny County Airport Authority* and *Stadium Authority of the City of Pittsburgh*) and one declined to participate (*Center for Entrepreneurial Development*).

Major Employers

For the major employers, we accessed the Pittsburgh Business Times’ 2001 publication of the *Book of Lists*, which contained the Pittsburgh area’s 50 largest employers in 2000. Of those 50, 21 provided their board member information, 14 had out-of-town boards, nine declined to provide board member information, and six had elected, not appointed, boards. Out of those eligible (30), 70% (21) provided the information we requested from them.

FINDINGS

African Americans on the Boards of Economic Development Organizations (Tables 3 to 7D)

The total percentage of African American board members in all 45 major EDOs surveyed in March of 2001 was 10.2% (87 total board members out of 850 possible positions) with a median of 8.3%. This African American representation includes membership on African American EDO boards. African American participation on the three African American EDOs was expectedly much higher, 61.3% (19 total board members out of 31 possible positions). But for the 42 general, non-African American EDOs only, African American representation on boards was 8.3% (68 board members out of 819 possible positions) with a median of 7.2%.

Overall African American representation increased on the Pittsburgh metropolitan area's economic development organization boards that were surveyed in both 1999 and 2001. In 2001 the percentage of African Americans on the 37 general EDO boards we sampled in both years was 8.0% (median at 6.7%) and 61.3% for African American EDOs only. In 1999 the percentage was 6.4% (median at 5.9%) African American board membership for the general EDOs, indicating a notable improvement of approximately two percentage points within the two years compared here. The African American EDOs had higher African American representation in 1999 (80.0%) as well as higher total board membership in 1999 than in 2001. Still, two out of the three African American economic development organizations had 100% African American board membership in both 1999 and 2001.

Many organization boards had no African American representation. Thirteen of the 45 EDOs studied in 2001 (28.9%) had no African American board members. Further, five of the 45 (11.1%) had neither African American nor female board representation. This is an improvement, however, since 1999. According to the information on board membership we gathered from the 37 general EDOs in both 1999 and 2001, the number and percentage of organizations that had no African American directors decreased from 13 (35.1%) in 1999 to 11 (29.7%) in 2001. The number and percentage of organizations with neither African American nor female board representation also decreased, from five (13.5%) in 1999 to three (8.1%) in 2001.

Individually, between 1999 and 2001, 13 (35.1%) of the 37 general economic development organizations surveyed in both years increased their percentage of African American board members, nine (24.3%) decreased their percentage, and 15 (40.5%) organizations stayed the same.

In comparing the pool of potential board candidates to the pool of working-age adults or, more generally, the racial composition of the area, African Americans could hypothetically hold approximately 24% of board memberships in the central city, 12% in Allegheny County, and 8% in the Pittsburgh MSA (*see Table 1*).

According to our data, African Americans were underrepresented on two city boards. Of the three major organizations that focus on economic development in the City of Pittsburgh - *Urban Redevelopment Authority, Stadium Authority of the City of Pittsburgh, and Pittsburgh Downtown*

Partnership - only the Urban Redevelopment Authority board's African American representation (40.0%) was at least as great as the African American share of the city's working-age population (24.0%). African American representation on the Stadium Authority board was 20.0% and on the Pittsburgh Downtown Partnership was 10.5%.

We found that the first three of the following five major organizations whose efforts target Allegheny County - *Allegheny County Finance and Development Commission, Allegheny County Airport Authority, Sports & Exhibition Authority of Pittsburgh and Allegheny County, Authority for Improvements in Municipalities, and Redevelopment Authority of Allegheny County* - had African American representation on their boards that compared to the County's African American representation. The average African American representation on these County boards was 17% (5 percentage points higher than African American representation in the County itself). The remaining two of the five had no African American representation.

Women on the Boards of Economic Development Organizations (Tables 3 to 7D)

Women's representation on boards remains relatively consistent in the EDOs. The percentage of women on the boards of the 45 EDOs was 17.3% (147 board members out of 850 possible positions) in 2001 with a median at 16.7%, 16.7% (137 out of 819) with a median also at 16.7% on the 42 general (non-African American) economic development organizations only, and, as demonstrated below, 16.6% (62 out of 374) with a median at 11.1% for 21 of Pittsburgh's major employers. In the three African American economic development organizations, women constituted a higher percentage of board seats, 32.3%, than in general economic development boards as well as major employer boards. In fact, in 2001 the African American Chamber of Commerce of Western Pennsylvania had the highest percentage of women board members (41.7%) as compared to the other 44 economic development organizations. In 1999, this organization was tied in rank at number 11 out of 44 with 26% women board members. Women comprise about 51% of the working-age population in all areas, and were thus underrepresented on all boards represented here.

Women as a group have demonstrated less improvement in total representation on boards than African Americans between 1999 and 2001. The total in 1999 was 16.1% (median at 12.5%) women board members for 41 general economic development organizations. Overall in 1999

women were represented in 25.0% of the total positions on the three African American economic development organization boards, demonstrating an increase of seven percentage points over the two years.

In 2001, 15.6% (7/45) of all economic development organizations had no women board members. Of the 37 general EDOs surveyed in both 1999 and 2001, seven (18.9%) had no female board representation in 1999 whereas four (10.8%) had none in 2001. This decrease is more marked in both number and percentage points than for organizations with no African American board members.

Between 1999 and 2001, 17 (45.9%) of the 37 general economic development organizations studied in both years increased their percentage of women on their boards of directors, 11 (29.7%) decreased their percentage, and nine (24.3%) organizations kept the same gender make-up of their boards.

In general, the percentage of African American women board members did not change between 1999 and 2001. Although they represent approximately 13% of the working-age population in the City of Pittsburgh, 7% in Allegheny County and 4% in the Pittsburgh MSA (*see Table 1*), both then and now African American women represent approximately 3% of all economic development organization board members and about 2% of board members at general economic development organizations only. African American women on African American economic development organization boards, however, did experience an increase in percentage from 20% in 1999 to 29% in 2001.

African Americans on the Boards of Major Employers (Tables 8 to 9B)

The total African American representation on major-employer boards was less than in the economic development organizations at 6.4% (24 board members out of 374 available positions), but only 7 out of the 21 employers in the sample even exceeded this average; the median was at 4.8%. The highest percentage of African Americans on a major-employer board was 22.2%, almost half of the highest percentage on non-African American economic development organization boards (40.0%). African Americans, as a significant part of the total working-age

population in the Pittsburgh metropolitan area (7.6%), were underrepresented on major employer boards.

Almost half (10 or 47.6%) of the 21 major employers in the sample had no African Americans on their boards of directors. The mean total number of board seats for major employers with no African Americans was 10, while the mean for the rest of the employers was 25.

As one would imagine, larger boards were more likely to include African Americans. In terms of number of seats available the major universities in Pittsburgh, Carnegie Mellon University, The University of Pittsburgh, and Duquesne University, had the largest numbers of active board members, 62, 47, and 44, respectively. Of those universities, Pitt had 10.6% African American board membership, Duquesne had 9.1%, and CMU had 4.8%, the first two being above the mean (6.4%) and all equal to or above the median (4.8%).

Women on the Boards of Major Employers (Tables 8 to 9B)

Women's representation on major-employer boards was rather impressive as it did not differ much from their representation on economic development organization boards. In fact, the highest percentage of women board members in major-employer organizations was 44.4%, while it was 39.3% for general/non-African American economic development organizations and 41.7% for all the economic development organizations combined. Female board member representation for major employers, 16.6% (62 out of 374), was nearly equivalent to that for general economic development organizations (16.7%) as was their under-representation in comparison to their area working-age population. Only 8 out of the 21 reached this average; the median for female representation was only 11.1%.

However, while 15.6% of all the economic development organizations in the sample had no women on their boards, almost a quarter (23.8%) of the major employers had no female representation on their boards of directors. Each of the five major employers that had no female representation on their boards also had no African American representation. For those major employers that had no women board members, the mean number of total board seats was seven, while the mean for the rest of the employers was 21.

Clearly board size relates to board diversity again here. In terms of the three major area universities that had the largest numbers of active board members, Duquesne had 22.7% female board membership, CMU had 21.0%, and Pitt had 12.8%, the first two of which were above the mean (16.6%) and all above the median (11.1%).

On major employer boards, African American women represented 1.6% of membership in the 21 organizations sampled in this inquiry. This is less than half of their possible representation given their estimated proportion of the metropolitan area's working-age population, 4.2% (*see Table 1*).

BARRIERS TO BOARD DIVERSITY

Renee Gotcher (1999) assembled a list of interrelated “hurdles” that are currently hindering women from the boards of directors seats. Although they are meant to apply specifically to women, they refer more generally to the stagnant state of leadership circles that currently exclude African Americans as well. These barriers include: 1) Limited networks that contain few minorities and women who are potentially qualified for and interested in board membership and 2) Restrictive recruitment and selection criteria that narrow the pool of candidates to past and present CEOs of other organizations and even other senior executives, such as vice presidents and board chairmen, that are currently not as likely to be racial/ethnic minorities and women.

The first “barrier” has to do with identifying qualified board candidates. Board candidates are often identified through networks of incumbent board members and other prominent leaders who have high exposure. Because women and African Americans are underrepresented in these positions, many are left out of “the loop,” so to speak, and, as a result, are not even considered for board positions. The second barrier has much to do with the first but refers to specific board member recruitment and selection criteria. Restricting board member selection to CEOs or other recognized, “big name” leaders and senior executives can also eliminate women and African Americans from the list of potential board candidates. Many of those women and African Americans who are in such positions have few years of experience and thus may not be considered anyway.

Gotcher (1999) assures, however, that with the CEO's support and leadership the effort to actively promote women and diversity in general will be a successful one. This effort must be very

focused, persistent, and conveyed throughout the entire company. Merely presenting “token” members of particular racial/ethnic/gender groups will not suffice. The entire system of identifying, recruiting and selecting qualified board members as well as employees will have to be more inclusive, active, and aggressive overall so as to change the composition of the whole pool of eligible candidates.

RECOMMENDATIONS

As the results from this study have indicated, many Pittsburgh-area organizations are lacking African American and female representation on their boards. Although some of our “recommendations” may already be established in some of the organizations represented here, the following is a comprehensive list of possible strategies to improve African American and female board membership.

For Organizations

- 1) Ensure turnover: Initiate a “constant state of self-renewal” (Wendt 2000) on your board. This would aid everyone seeking a board position, including African Americans and women, in that it would continually keep positions open for newcomers. And as board needs change, so may the pool of candidates. Those who have “traditionally” been considered for directorships, may no longer enter by default of “tradition” (Feinberg 1999).

Constantly renew your board by:

- a. Establishing a mandatory retirement age (Wendt suggests the cutoff should be at no more than 70 years). Mandatory retirement ensures board member turnover and change.
 - b. Instituting a standard mandatory committee rotation cycle of three or four years. Having board members serve “terms” will continuously “refresh” company/organization leadership. Both age and term limits force the board to continually reconsider its membership goals and outcomes (Feinberg 1999).
- 2) Advocate diversity: Prepare a profile of the current board of directors and find the gaps in all three different types of diversity listed in the introduction of this report (Heimsted 2000). Differences in personal characteristics within the group, differences in individual qualifications and experience, and differences in racial/ethnic backgrounds, gender, and relevant expertise in

different fields/sub-fields are all important “competencies” or levels of diversity that can lead to the ultimate goal of full inclusion (*see Appendix B for Sample Board of Directors Recruitment Grid offered by The Management Assistance Program for Nonprofits*). Once a profile of desired director skills and abilities is created and diversity is considered, the selection of new directors will be more systematic, professionalized, and inclusive (Feinberg 1999).

- 3) Broaden networks used to identify qualified candidates: Along the lines of professionalizing the nominating process, invest in a professional recruiter when considering new directors (Wendt 2000). This person remains independent, objective, global, and free from pressures of existing business networks. Professional recruiters are valuable, as they have access to a diverse network (Gotcher 1999). Another option would be to establish a nominating committee dedicated to seeking out new board candidates (Feinberg 1999).
- 4) Utilize resources that already exist to identify qualified candidates: Refer to minority directories to find qualified candidates. In the greater Pittsburgh region, the *African American Leadership Directory* serves as an important resource for recruiting both male and female African American board members. The 1999 inaugural edition of the directory offers the personal and professional profiles of approximately 180 African American leaders in the Pittsburgh area. This register includes pertinent information on local leaders from a variety of communities, areas of expertise, skill, and interest, volunteer capacities, and affiliations. These professionals have volunteered their personal histories and photographs so that their interests and credentials can be more easily accessible to their fellow community members. For the most recent publication or for a profile form, contact the Urban League of Pittsburgh, Inc. at (412) 227-4165.
- 5) Expand recruitment/selection criteria: Look for qualified and diverse candidates in newly-formed corporate positions such as the chief financial officer (rather than traditional CEO positions) or in those entrepreneurs who left the corporate world to start their own businesses (Feinberg 1999).

- 6) Evaluate status of “minority” members: Once the “minority” individuals are nominated and become members of the board, consider whether they serve on significant decision-making committees within the board, such as nominating committees.
- 7) Monitor the entire system: Ensure that diversity is indeed supported and carried out throughout the entire organization, particularly in its executive ranks. Diversity throughout will genuinely promote diversity on the board, in both recruitment and retention.

For Individuals

Veronica Biggins (1999) submits some advice for individual minorities who would eventually like to be considered for board appointments. She recommends establishing working relationships with current board members in corporate, charitable, and community organizations in advance whenever possible.

CONCLUSION

African American representation on economic development organization boards in the Pittsburgh region has improved since 1999. Although County and overall metropolitan area organization averages near parity with their corresponding African American populations, there are still too many County and Metropolitan Area organizations with no African American representation. Further, African American representation on City boards is meager. Since almost half (47.5%) of the African American working-age population in the Pittsburgh MSA reside in the central city, their representation on City boards is crucial. African American board membership in the region’s major employing organizations also falls below their representation of the working-age population in all areas. Women’s representation on economic development organization boards has not changed much since 1999 and does not differ much from their representation on major employer boards. Female board representation in both types of organizations included in this report also did not correspond with their portion of the area’s working-age population.

Although most of the organizations included here did have some African American and/or female representation on their boards, others still had no “minority” representation. Given that there is so much more room for improvement, it seems more than “desirable” for an organization to make a conscientious effort to include as board candidates and members all types of community members

that have something valuable to contribute to such an influential group. Again, although female and African American board member representation in general is important, representatives of such groups will have a stronger impact only if there is more than one token member from each group (Feinberg 1999). Perhaps we will witness more inclusion and diversity on boards in upcoming years. Optimistically, as women and African Americans climb the corporate or non-profit “ladder,” there will be a larger pool of diverse individuals who are qualified for and interested in board positions, and therefore more diverse boards in the Pittsburgh area.

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Table 1
Working-Age Population Data By Race/Ethnicity, Gender, and Statistical Area for Pittsburgh, Pennsylvania

Race and Gender	Central City		Allegheny County		Metropolitan Statistical Area	
	Number	% of Wrkg.-Age Pop.	Number	% of Wrkg.-Age Pop.	Number	% of Wrkg.-Age Pop.
Black or African American*	51,222	24.0%	90,056	11.7%	107,812	7.6%
Black/African American* Women	28,455	13.4%	50,252	6.5%	59,008	4.2%
Black/African American* Men	22,767	10.7%	39,804	5.2%	48,804	3.4%
Non-Hispanic White	147,259	69.1%	651,007	84.3%	1,267,085	89.5%
Non-Hispanic White Women	73,352	34.4%	332,765	43.1%	645,787	45.6%
Non-Hispanic White Men	73,907	34.7%	318,242	41.2%	621,298	43.9%
Women	108,500	50.9%	398,129	51.6%	725,159	51.2%
Men	104,521	49.1%	373,945	48.4%	690,794	48.8%

* Black/African American alone, NOT in combination with one or more other races

Source: U.S. Census Bureau, Census 2000.

Table 2
African American and Women Board Member Representation at
All 45 Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total Board		African Americans			Percent Afr. Amer.	Women			Percent Women
	Members	Total	Men	Women	Total		Afr. Amer.	Other		
1 African American Chamber of Commerce of Western Pennsylvania	12	12	12	7	5	100.0%	5	5	0	41.7%
2 Allegheny Conference on Community Development	39	2	2	3	0	7.7%	2	0	2	5.1%
3 Allegheny County Airport Authority	7	2	2	0	0	28.6%	1	0	1	14.3%
4 Allegheny County Finance and Development Commission**	6	2	2	2	0	33.3%	1	0	1	16.7%
5 Authority for Improvements in Municipalities*	5	0	0	0	0	0.0%	0	0	0	0.0%
6 Beaver County Corporation of Economic Development	15	1	1	0	0	6.7%	1	0	1	6.7%
7 Community Development Corporation of Butler County	31	0	0	0	0	0.0%	4	4	4	12.9%
8 Community Loan Fund of Southwestern Pennsylvania	9	3	2	1	1	33.3%	3	1	2	33.3%
9 Convention Center Design Commission	15	1	1	0	0	6.7%	3	0	3	20.0%
10 Economic Growth Connection***	23	0	0	0	0	0.0%	3	0	3	13.0%
11 Fay-Penn Economic Development Council	37	1	1	1	0	2.7%	2	0	2	5.4%
12 Greater Pittsburgh Chamber of Commerce	5	0	0	0	0	0.0%	1	0	1	20.0%
13 Greater Pittsburgh Convention and Visitors Bureau	28	4	3	1	1	14.3%	6	1	5	21.4%
14 Information Renaissance	6	1	1	0	0	16.7%	0	0	0	0.0%
15 Innovation Works	11	1	1	1	0	9.1%	3	0	3	27.3%
16 Keystone Minority Capital Fund****	3	3	3	3	0	100.0%	0	0	0	0.0%
17 Local Initiatives Support Corporation	12	1	1	0	0	8.3%	2	0	2	16.7%
18 Minority Enterprise Corporation of Southwestern PA	16	4	0	4	4	25.0%	5	4	1	31.3%
19 Mon Valley Initiative	11	1	1	0	0	9.1%	4	0	4	36.4%
20 Pittsburgh Biomedical Development Corp.	8	1	1	0	0	12.5%	1	0	1	12.5%
21 Pittsburgh Cultural Trust	45	4	1	3	3	8.9%	10	3	8	22.2%
22 Pittsburgh Downtown Partnership	27	5	3	3	3	10.5%	16	3	15	31.6%
23 Pittsburgh Film Office	21	2	1	1	1	9.5%	5	1	5	28.6%
24 Pittsburgh Partnership for Neighborhood Development	28	7	3	4	4	25.0%	11	4	7	39.3%
25 Pittsburgh Regional Alliance	89	9	7	2	2	10.1%	10	2	8	11.2%
26 Pittsburgh Technology Council	43	1	1	0	0	2.3%	4	0	4	9.3%
27 Port of Pittsburgh Commission	15	1	1	0	0	6.7%	4	0	4	26.7%
28 Redevelopment Authority of Allegheny County*	4	0	0	0	0	0.0%	0	0	0	0.0%
29 Regional Industrial Development Corporation of Southwestern PA	33	2	2	0	0	6.1%	3	0	3	9.1%
30 SMC Business Councils	17	0	0	0	0	0.0%	4	0	4	23.5%
31 Southwestern Pennsylvania Commission	15	0	0	0	0	0.0%	2	0	2	13.3%
32 Southwestern Pennsylvania Economic Development District	6	0	0	0	0	0.0%	1	0	1	16.7%
33 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0	0	0.0%	0	0	0	0.0%
34 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	1	1	0	0	12.5%	1	0	1	12.5%
35 Stadium Authority of the City of Pittsburgh	5	1	1	0	0	20.0%	1	0	1	20.0%
36 Steel Valley Authority	25	3	2	1	1	12.0%	6	1	5	24.0%
37 Strategic Investment Fund	6	0	0	0	0	0.0%	0	0	0	0.0%
38 Three Rivers Area Labor Management Committee	33	1	0	1	1	3.0%	4	1	3	12.1%
39 University of Pittsburgh Small Business Development Center**	10	0	0	0	0	0.0%	3	0	3	30.0%
40 Urban Redevelopment Authority	5	2	2	0	0	40.0%	1	0	1	20.0%
41 Washington County Council on Economic Development	29	3	3	0	0	10.3%	3	0	3	10.3%
42 Washington County Redevelopment Authority	5	0	0	0	0	0.0%	1	0	1	20.0%
43 Westmoreland County Industrial Development Corp.	3	0	0	0	0	0.0%	0	0	0	0.0%
44 Westmoreland-Fayette Private Industry Council	8	2	0	2	2	25.0%	3	2	1	37.5%
45 World Trade Center Pittsburgh	19	1	1	0	0	5.3%	4	1	3	21.1%
MEDIAN	15	1	1	0	0	6.3%	3	0	2	16.7%
TOTAL	850	87	58	29	29	10.2%	147	29	119	17.3%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 ** One of three components of the Allegheny County Department of Economic Development
 *** Advisory Board of Directors - not formally recognized as a Board of Directors
 **** Formerly Westmoreland Economic Development Corp.
 ***** Formerly Public Auditorium Authority Partnership

Table 3A

African American Board Member Representation at
All 45 Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total Board Members	African Americans			Percent Afr. Amer.
		Total	Men	Women	
1 African American Chamber of Commerce of Western Pennsylvania	12	12	7	5	100.0%
2 Keystone Minority Capital Fund****	3	3	3	0	100.0%
3 Urban Redevelopment Authority	2	2	2	0	40.0%
4 Allegheny County Finance and Development Commission**	6	2	2	0	33.3%
5 Community Loan Fund of Southwestern Pennsylvania	9	3	2	1	33.3%
6 Allegheny County Airport Authority	7	2	2	0	28.6%
7 Minerty Enterprises Corporation of Southwestern PA	16	4	0	4	25.0%
8 Pittsburgh Partnership for Neighborhood Development	28	7	3	4	25.0%
9 Westmoreland-Fayette Private Industry Council	8	2	0	2	25.0%
10 Stadium Authority of the City of Pittsburgh	9	1	1	0	20.0%
11 Information Renaissance	6	1	1	0	16.7%
12 Greater Pittsburgh Convention and Visitors Bureau	28	4	3	1	14.3%
13 Pittsburgh Biomedical Development Corp.	8	1	1	0	12.5%
14 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	6	1	1	0	12.5%
15 Steel Valley Authority	26	3	2	1	12.0%
16 Pittsburgh Downtown Partnership	57	6	3	3	10.5%
17 Washington County Council on Economic Development	26	3	3	0	10.3%
18 Pittsburgh Regional Alliance	89	9	7	2	10.1%
19 Pittsburgh Film Office	21	2	1	1	9.5%
20 Innovation Works	11	1	1	0	9.1%
21 Mon Valley Initiative	11	1	1	0	9.1%
22 Pittsburgh Cultural Trust	45	4	1	3	8.9%
23 Local Initiatives Support Corporation	12	1	1	0	8.3%
24 Allegheny Conference on Community Development	39	3	3	0	7.7%
25 Beaver County Corporation of Economic Development	15	1	1	0	6.7%
26 Convention Center Design Commission	15	1	1	0	6.7%
27 Port of Pittsburgh Commission	15	1	1	0	6.7%
28 Regional Industrial Development Corporation of Southwestern PA	33	2	2	0	6.1%
29 World Trade Center Pittsburgh	18	1	0	1	5.3%
30 Three Rivers Area Labor Management Committee	33	1	0	1	3.0%
31 Fay-Penn Economic Development Council	37	1	1	0	2.7%
32 Pittsburgh Technology Council	43	1	1	0	2.3%
33 Authority for Improvements in Municipalities*	6	0	0	0	0.0%
34 Redevelopment Authority of Allegheny County**	4	0	0	0	0.0%
35 Community Development Corporation of Butler County	31	0	0	0	0.0%
36 Economic Growth Connection***	23	0	0	0	0.0%
37 Greater Pittsburgh Chamber of Commerce	5	0	0	0	0.0%
38 SMC Business Councils	17	0	0	0	0.0%
39 Southwestern Pennsylvania Commission	15	0	0	0	0.0%
40 Southwestern Pennsylvania Economic Development District	6	0	0	0	0.0%
41 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0	0.0%
42 Strategic Investment Fund	6	0	0	0	0.0%
43 University of Pittsburgh Small Business Development Center**	10	0	0	0	0.0%
44 Washington County Redevelopment Authority	5	0	0	0	0.0%
45 Westmoreland County Industrial Development Corp.	3	0	0	0	0.0%
MEDIAN	15	1	1	0	8.3%
TOTAL	850	87	58	29	10.2%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 ** One of three components of the Allegheny County Department of Economic Development
 *** Advisory Board of Directors - not formally recognized as a Board of Directors
 **** Formerly Westmoreland Economic Development Corp.
 ***** Formerly Public Auditorium Authority
 ***** Partnership

Table 3B

Women Board Member Representation at
All 45 Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total Board Members	Women		Percent Women
		Afr. Amer.	Other	
1 African American Chamber of Commerce of Western Pennsylvania	12	5	5	41.7%
2 Pittsburgh Partnership for Neighborhood Development	28	11	4	39.3%
3 Westmoreland-Fayette Private Industry Council	8	3	2	37.5%
4 Mon Valley Initiative	11	4	0	36.4%
5 Community Loan Fund of Southwestern Pennsylvania	9	3	2	33.3%
6 Pittsburgh Downtown Partnership	57	18	3	31.6%
7 Minerty Enterprises Corporation of Southwestern PA	16	5	4	31.3%
8 University of Pittsburgh Small Business Development Center**	10	3	0	30.0%
9 Pittsburgh Film Office	21	6	1	28.6%
10 Innovation Works	11	3	0	27.3%
11 Port of Pittsburgh Commission	15	4	0	26.7%
12 Steel Valley Authority	26	6	1	24.0%
13 SMC Business Councils	17	4	0	23.5%
14 Pittsburgh Cultural Trust	45	10	3	22.2%
15 Greater Pittsburgh Convention and Visitors Bureau	28	6	1	21.4%
16 World Trade Center Pittsburgh	18	4	1	21.1%
17 Urban Redevelopment Authority	9	1	0	11.1%
18 Convention Center Design Commission	15	3	0	20.0%
19 Greater Pittsburgh Chamber of Commerce	5	1	0	20.0%
20 Washington County Redevelopment Authority	5	1	0	20.0%
21 Stadium Authority of the City of Pittsburgh	9	1	0	11.1%
22 Allegheny County Finance and Development Commission**	6	1	0	16.7%
23 Local Initiatives Support Corporation	12	2	0	16.7%
24 Southwestern Pennsylvania Economic Development District	6	1	0	16.7%
25 Allegheny County Airport Authority	7	1	0	14.3%
26 Southwestern Pennsylvania Commission	15	2	0	13.3%
27 Economic Growth Connection***	23	3	0	13.0%
28 Community Development Corporation of Butler County	31	4	0	12.9%
29 Pittsburgh Biomedical Development Corp.	8	1	0	12.5%
30 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	6	1	0	12.5%
31 Three Rivers Area Labor Management Committee	33	4	1	12.1%
32 Pittsburgh Regional Alliance	89	10	2	11.2%
33 Washington County Council on Economic Development	26	3	0	11.5%
34 Pittsburgh Technology Council	43	4	0	9.3%
35 Regional Industrial Development Corporation of Southwestern PA	33	3	0	9.1%
36 Beaver County Corporation of Economic Development	15	1	0	6.7%
37 Fay-Penn Economic Development Council	37	2	0	5.4%
38 Allegheny Conference on Community Development	39	2	0	5.1%
39 Authority for Improvements in Municipalities*	6	0	0	0.0%
40 Redevelopment Authority of Allegheny County**	4	0	0	0.0%
41 Information Renaissance	6	0	0	0.0%
42 Keystone Minority Capital Fund****	3	0	0	0.0%
43 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0.0%
44 Strategic Investment Fund	6	0	0	0.0%
45 Westmoreland County Industrial Development Corp.	3	0	0	0.0%
MEDIAN	15	3	0	16.7%
TOTAL	850	147	29	17.3%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 ** One of three components of the Allegheny County Department of Economic Development
 *** Advisory Board of Directors - not formally recognized as a Board of Directors
 **** Formerly Westmoreland Economic Development Corp.
 ***** Formerly Public Auditorium Authority
 ***** Partnership

Table 4A

Board Membership of 42 General Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total	African Americans		Other Race		Women Total	% African American	Percent Women
		Men	Women	Men	Women			
1 Allegheny Conference on Community Development	39	3	3	0	34	2	7.7%	5.1%
2 Allegheny County Airport Authority	7	2	2	0	4	1	28.6%	14.3%
3 Allegheny County Finance and Development Commission	5	2	2	0	3	1	33.3%	16.7%
4 Allegheny County Department of Economic Development								
5 Allegheny County Industrial Development Authority								
6 Authority for Improvements in Municipalities*								
7 Beaver County Corporation of Economic Development	15	1	1	0	13	1	6.7%	6.7%
8 Center for Entrepreneurial Development								
9 Community Development Corporation of Butler County	31	0	0		27			
10 Community Loan Fund of Southwest Pennsylvania	9	3	2	1	4	2	33.3%	33.3%
11 Convention Center Design Commission	15	1	1	0	11	3	6.7%	20.0%
12 Economic Growth Corporation**	23	0	0	0	20	3	0.0%	13.0%
13 Fayette County Economic Development Council	37	1	1	0	34	2	2.7%	5.4%
14 Greater Pittsburgh Chamber of Commerce	5	0	0	0	4	1	0.0%	20.0%
15 Greater Pittsburgh Convention and Visitors Bureau	28	4	3	1	20	4	14.3%	21.4%
16 Information Renaissance	8	1	1	0	5	0	12.5%	0.0%
17 Innovation Works	11	1	1	0	7	3	9.1%	27.3%
18 Local Initiatives Support Corporation	12	1	1	0	8	2	8.3%	16.7%
19 Mon Valley Initiative	11	1	1	0	7	4	9.1%	36.4%
20 Penn Southwest Association								
21 Pittsburgh Biomedical Development Corp.	8	2	1	0	5	1	25.0%	12.5%
22 Pittsburgh Cultural Trust	45	4	3	0	33	8	8.9%	22.2%
23 Pittsburgh Downtown Partnership	57	6	3	2	38	15	10.5%	31.6%
24 Pittsburgh Film Office	21	2	1	1	14	5	9.5%	23.8%
25 Pittsburgh Partnership for Neighborhood Development	28	7	3	4	14	11	25.0%	39.3%
26 Pittsburgh Regional Alliance	89	9	7	2	72	8	10.1%	11.2%
27 Pittsburgh Technology Council	43	1	0	0	38	4	2.3%	9.3%
28 Post of Pittsburgh Commission	15	1	1	0	10	4	6.7%	26.7%
29 Redevelopment Authority of Allegheny County*	4	0	0	0	4	0	0.0%	0.0%
30 Regional Industrial Development Corporation of Southwest PA	33	2	2	0	28	3	6.1%	9.1%
31 RBC Business Council	17	0	0	0	13	4	0.0%	23.5%
32 Southwest Pennsylvania Commission	15	0	0	0	13	2	0.0%	13.3%
33 Southwest Pennsylvania Economic Development District	6	0	0	0	5	1	0.0%	16.7%
34 Southwest Pennsylvania Industrial Resource Center*	22	0	0	0	22	0	0.0%	0.0%
35 Sports & Exhibition Authority of Pittsburgh and Allegheny County***	8	1	1	0	6	1	12.5%	12.5%
36 Stadium Authority of the City of Pittsburgh	5	1	1	0	3	1	20.0%	20.0%
37 Steel Valley Authority	25	3	2	1	17	5	12.0%	24.0%
38 Strategic Investment Fund	8	0	0	0	6	0	0.0%	0.0%
39 Three Rivers Area Labor Management Committee	33	1	0	1	29	3	3.0%	12.1%
40 University of Pittsburgh Small Business Development Center**	10	0	0	0	7	3	0.0%	30.0%
41 Urban Redevelopment Authority	5	2	2	0	1	1	40.0%	20.0%
42 Washington County Council on Economic Development	29	3	3	0	23	3	10.3%	10.3%
43 Washington County Redevelopment Authority	5	0	0	0	4	1	0.0%	20.0%
44 Westmoreland-Fayette Private Industry Council	8	2	0	2	5	1	25.0%	37.5%
45 Westmoreland County Industrial Development Corp.	3	0	0	0	3	0	0.0%	0.0%
46 World Trade Center Pittsburgh	19	1	0	0	16	2	5.3%	21.1%
MEDIAN	15	1	1	0	11	2	7.2%	16.7%
TOTAL	819	68	48	20	634	116	8.3%	16.7%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 ** One of three components of the Allegheny County Department of Economic Development
 *** Advisory Board of Directors - not formally recognized as a Board of Directors
 **** Formerly Westmoreland Economic Development Corp.
 ***** Formerly Public Auditorium Authority

Table 4B

Board Membership of 41 General EDOs in the Pittsburgh Region, March 1999

	Total	African Americans		Other Race		Women Total	% African American	Percent Women
		Men	Women	Men	Women			
1	34	1	1	0	32	1	2.9%	2.9%
2	3	0	0	0	3	0	0.0%	0.0%
3	9	2	2	0	5	1	22.2%	16.7%
4	16	1	1	0	11	3	6.7%	20.0%
5	3	0	0	0	3	0	0.0%	0.0%
6	20	0	0	0	20	2	0.0%	10.0%
7	12	4	2	2	4	6	33.3%	41.7%
8	14	1	1	0	10	3	7.1%	21.4%
9	36	0	0	0	30	6	0.0%	16.7%
10	43	1	1	0	38	3	2.3%	7.0%
11	47	2	1	1	45	0	4.3%	2.1%
12	32	4	1	1	25	6	12.5%	18.8%
13	6	1	1	0	5	0	16.7%	0.0%
14	31	1	1	0	28	1	3.2%	3.2%
15	12	0	0	0	10	2	0.0%	16.7%
16	37	5	4	1	27	5	13.5%	13.5%
17	81	2	1	1	76	3	2.5%	3.7%
18	16	0	0	0	14	2	0.0%	12.5%
19	45	4	3	3	34	8	8.9%	17.8%
20	48	2	2	2	33	11	4.2%	22.9%
21	22	1	1	0	14	6	4.5%	27.3%
22	27	7	4	3	14	8	25.9%	33.3%
23	17	1	1	0	15	1	5.9%	5.9%
24	38	1	1	0	35	2	2.6%	5.3%
25	16	1	1	0	13	2	6.3%	12.5%
26	53	2	0	0	48	3	3.8%	5.7%
27	20	0	0	0	18	2	0.0%	10.0%
28	86	0	0	0	78	8	0.0%	9.3%
29	5	0	0	0	4	1	0.0%	20.0%
30	18	1	1	0	15	2	5.6%	11.1%
31	5	1	1	0	3	1	20.0%	20.0%
32	4	1	1	0	2	2	25.0%	50.0%
33	6	0	0	0	6	0	0.0%	0.0%
34	36	0	0	0	34	0	0.0%	0.0%
35	11	0	0	0	8	3	0.0%	27.3%
36	5	1	1	0	3	1	20.0%	20.0%
37	24	2	2	0	19	3	8.3%	12.5%
38	6	0	0	0	4	1	0.0%	16.7%
39	25	1	2	2	20	4	4.0%	16.0%
40	3	0	0	0	3	0	0.0%	0.0%
41	21	1	1	0	17	3	4.8%	14.3%
M	19	1	1	0	14	2	5.3%	10.5%
T	881	56	38	18	790	124	6.4%	16.1%

Information not collected in 1999

Table 5A

Board Membership of 37 General Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total	African Americans		Other Race		Women Total	% African American	Percent Women
		Men	Women	Men	Women			
1 Allegheny Conference on Community Development	39	3	0	0	0	2	7.7%	6.1%
2 Beaver County Corporation of Economic Development	15	1	0	0	0	1	6.7%	6.7%
3 Community Development Corporation of Butler County	31	0	0	0	0	4	0.0%	12.9%
4 Community Loan Fund of Southeastern Pennsylvania	8	3	2	1	4	2	33.3%	33.3%
5 Convention Center Design Commission	15	1	0	0	0	3	6.7%	20.0%
6 Economic Growth Connection***	23	0	0	0	0	3	0.0%	13.0%
7 Fay, Penn Economic Development Council	37	1	0	0	0	2	2.7%	5.4%
8 Greater Pittsburgh Chamber of Commerce	5	0	0	0	0	4	0.0%	20.0%
9 Greater Pittsburgh Convention and Visitors Bureau	25	4	3	1	20	5	14.3%	21.4%
10 Information Renaissance	6	1	1	0	0	0	16.7%	0.0%
11 Innovation Works	11	1	0	0	0	3	9.1%	27.3%
12 Local Initiatives Support Corporation	12	1	0	0	0	2	8.3%	16.7%
13 Mon Valley Initiative	11	1	0	0	0	4	9.1%	36.4%
14 Pittsburgh Biomedical Development Corp.	8	1	0	0	0	1	12.5%	12.5%
15 Pittsburgh Cultural Trust	45	4	1	3	33	8	8.9%	22.2%
16 Pittsburgh Downtown Partnership	57	6	3	3	36	15	10.5%	31.6%
17 Pittsburgh Film Office	21	2	1	1	14	6	9.5%	28.6%
18 Pittsburgh Partnership for Neighborhood Development	14	7	3	4	7	11	25.0%	39.3%
19 Pittsburgh Regional Alliance	36	9	2	2	22	10	10.1%	31.2%
20 Pittsburgh Technology Council	43	1	0	0	0	4	2.3%	8.9%
21 Port of Pittsburgh Commission	15	1	0	0	0	4	6.7%	26.7%
22 Regional Industrial Development Corporation of Southwestern PA	33	2	2	0	28	3	6.1%	9.1%
23 SMC Business Councils	17	0	0	0	0	4	0.0%	23.5%
24 Southwestern Pennsylvania Commission	15	0	0	0	0	2	0.0%	13.3%
25 Southwestern Pennsylvania Economic Development District	6	0	0	0	0	5	0.0%	16.7%
26 Southwestern Pennsylvania Industrial Resource Center	23	0	0	0	0	0	0.0%	0.0%
27 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	1	0	0	0	1	12.5%	12.5%
28 Steel Valley Authority	25	3	2	1	17	5	12.0%	24.0%
29 Strategic Investment Fund	8	0	0	0	0	0	0.0%	0.0%
30 Three Rivers Area Labor Management Committee	33	1	0	0	0	4	3.0%	12.1%
31 University of Pittsburgh Small Business Development Center**	10	0	0	0	0	3	0.0%	30.0%
32 Urban Redevelopment Authority	5	2	2	0	2	1	40.0%	20.0%
33 Washington County Council on Economic Development	29	3	0	0	0	3	10.3%	10.3%
34 Washington County Redevelopment Authority	5	0	0	0	0	1	0.0%	20.0%
35 Westmoreland-Fayette Private Industry Council	8	2	0	2	5	3	25.0%	37.5%
36 Westmoreland County Industrial Development Corp.	3	0	0	0	0	0	0.0%	0.0%
37 World Trade Center Pittsburgh	15	1	0	1	13	4	6.7%	26.7%
MEDIAN	15	1	0	0	13	3	6.7%	16.7%
TOTAL	792	63	43	20	615	115	8.0%	16.9%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority

** One of three components of the Allegheny County Department of Economic Development

*** Advisory Board of Directors - not formally recognized as a Board of Directors

**** Formerly Westmoreland Economic Development Corp.

***** Formerly Public Auditorium Authority

Table 5B

March, 1999

	Total	African Americans		Other Race		Women Total	% African American	Percent Women
		Men	Women	Men	Women			
1	34	1	0	0	0	32	2.9%	2.9%
2	15	1	1	0	0	11	3	6.7%
3	26	0	0	0	0	25	3	0.0%
4	12	4	2	2	4	8	5	33.3%
5	14	1	1	0	0	10	3	7.1%
6	39	0	0	0	0	29	10	0.0%
7	43	1	1	0	0	39	3	2.3%
8	47	2	1	1	1	45	0	4.3%
9	32	4	3	1	20	8	9	12.5%
10	6	1	1	0	0	5	0	16.7%
11	11	1	1	0	0	9	1	9.1%
12	12	0	0	0	0	10	2	0.0%
13	37	6	4	1	17	15	16	13.5%
14	10	0	0	0	0	9	1	0.0%
15	43	4	1	3	34	6	9	9.3%
16	48	4	2	2	33	11	13	8.3%
17	22	1	0	1	14	7	8	4.5%
18	27	7	4	3	14	6	9	25.9%
19	17	1	1	0	10	1	1	5.9%
20	38	1	1	0	35	2	2	2.6%
21	16	1	1	0	10	4	4	6.7%
22	33	2	2	3	28	3	3	6.1%
23	20	0	0	0	18	4	4	0.0%
24	56	0	0	0	46	10	10	0.0%
25	5	0	0	0	5	0	0	0.0%
26	18	0	0	0	18	0	0	0.0%
27	5	1	1	0	4	0	0	20.0%
28	4	1	0	1	2	1	2	25.0%
29	0	0	0	0	0	0	0	0.0%
30	26	0	0	0	26	0	0	0.0%
31	11	0	0	0	8	3	3	0.0%
32	5	1	1	0	3	1	1	20.0%
33	24	2	2	0	19	3	3	8.3%
34	0	0	0	0	0	1	1	0.0%
35	25	3	1	2	20	2	4	12.0%
36	3	0	0	0	3	0	0	0.0%
37	21	2	2	0	17	2	2	9.5%
M	20	1	1	0	18	2	3	5.9%
T	818	52	35	17	645	120	137	6.4%

Table 6A

African American Board Membership of 37 General Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total	African Americans		Other Race		% African American
		Men	Women	Men	Women	
1 Urban Redevelopment Authority	6	2	2	2	0	40.0%
2 Community Loan Fund of Southwestern Pennsylvania	9	3	2	1	4	33.3%
3 Pittsburgh Partnership for Neighborhood Development	28	7	3	4	14	25.0%
4 Westmoreland-Fayette Private Industry Council	8	2	0	2	5	25.0%
5 Information Renaissance	6	1	1	0	5	16.7%
6 Greater Pittsburgh Convention and Visitors Bureau	28	4	3	11	20	14.3%
7 Pittsburgh Biomedical Development Corp.	6	1	1	0	6	12.5%
8 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	1	1	0	6	12.5%
9 Steel Valley Authority	25	3	2	1	17	12.0%
10 Pittsburgh Downtown Partnership	127	16	3	36	16	10.5%
11 Washington County Council on Economic Development	29	3	3	0	23	10.3%
12 Pittsburgh Regional Alliance	89	9	7	2	72	10.1%
13 Pittsburgh Film Office	21	2	1	1	14	9.5%
14 Innovation Works	13	1	1	0	7	9.1%
15 Mon Valley Initiative	11	1	1	0	6	9.1%
16 Pittsburgh Cultural Trust	45	4	1	3	33	8.9%
17 Local Initiatives Support Corporation	12	1	1	0	9	8.3%
18 Allegheny Conference on Community Development	38	3	3	0	34	7.7%
19 Beaver County Corporation of Economic Development	16	1	1	0	13	6.7%
20 Convention Center Design Commission	16	1	1	0	11	6.7%
21 Port of Pittsburgh Commission	15	1	1	0	10	6.7%
22 Regional Industrial Development Corporation of Southwestern PA	33	2	2	0	28	6.1%
23 World Trade Center Pittsburgh	19	1	0	1	15	5.3%
24 Three Rivers Area Labor Management Committee	33	1	0	1	29	3.0%
25 Ray-Perm Economic Development Council	37	1	1	0	34	2.7%
26 Pittsburgh Technology Council	43	1	1	0	38	2.3%
27 Community Development Corporation of Butler County	31	0	0	0	27	0.0%
28 Economic Growth Connection***	23	0	0	0	20	0.0%
29 Greater Pittsburgh Chamber of Commerce	5	0	0	0	4	0.0%
30 SMC Business Councils	17	0	0	0	13	0.0%
31 Southwestern Pennsylvania Commission	15	0	0	0	13	0.0%
32 Southwestern Pennsylvania Economic Development District	6	0	0	0	5	0.0%
33 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0	22	0.0%
34 Strategic Investment Fund	6	0	0	0	6	0.0%
35 University of Pittsburgh Small Business Development Center**	10	0	0	0	7	0.0%
36 Washington County Redevelopment Authority	5	0	0	0	4	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	3	0.0%
MEDIAN	15	1	1	0	13	6.7%
TOTAL	792	63	43	29	615	8.0%

* Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority

** One of three components of the Allegheny County Department of Economic Development

*** Advisory Board of Directors - not formally recognized as a Board of Directors

**** Formerly Westmoreland Economic Development Corp.

***** Formerly Public Auditorium Authority

Table 6B

March, 1999

Organization	Total	African Americans		Other Race		% African American
		Men	Women	Men	Women	
1 Community Loan Fund of Southwestern Pennsylvania	12	4	2	2	4	33.3%
2 Pittsburgh Partnership for Neighborhood Development	27	7	4	3	14	25.9%
3 Steel Valley Authority	4	1	0	1	2	25.0%
4 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	5	1	1	0	4	20.0%
5 Urban Redevelopment Authority	5	1	1	0	3	20.0%
6 Information Renaissance	5	1	1	0	5	16.7%
7 Mon Valley Initiative	37	6	4	1	17	15.9%
8 Greater Pittsburgh Convention and Visitors Bureau	32	4	3	1	20	12.5%
9 Westmoreland-Fayette Private Industry Council	25	3	1	2	20	12.0%
10 World Trade Center Pittsburgh	21	2	2	0	17	9.5%
11 Pittsburgh Cultural Trust	43	4	1	3	34	9.3%
12 Innovation Works	11	1	1	0	9	9.1%
13 Pittsburgh Downtown Partnership	48	4	2	2	33	8.3%
14 Washington County Council on Economic Development	34	2	2	0	16	6.3%
15 Convention Center Design Commission	14	1	1	0	10	7.1%
16 Beaver County Corporation of Economic Development	16	1	1	0	11	6.7%
17 Port of Pittsburgh Commission	15	1	1	0	10	6.7%
18 Regional Industrial Development Corporation of Southwestern PA	33	2	2	0	28	6.1%
19 Pittsburgh Regional Alliance	17	1	1	0	15	5.9%
20 Pittsburgh Film Office	22	1	0	1	14	4.5%
21 Greater Pittsburgh Chamber of Commerce	47	2	1	1	40	4.3%
22 Allegheny Conference on Community Development	34	1	1	0	32	2.9%
23 Pittsburgh Technology Council	38	1	1	0	35	2.6%
24 Ray-Perm Economic Development Council	43	1	1	0	39	2.3%
25 Community Development Corporation of Butler County	29	0	0	0	25	0.0%
26 Economic Growth Connection***	39	0	0	0	29	0.0%
27 Local Initiatives Support Corporation	12	0	0	0	10	0.0%
28 Pittsburgh Biomedical Development Corp.	10	0	0	0	8	0.0%
29 SMC Business Councils	20	0	0	0	18	0.0%
30 Southwestern Pennsylvania Commission	16	0	0	0	14	0.0%
31 Southwestern Pennsylvania Economic Development District	5	0	0	0	4	0.0%
32 Southwestern Pennsylvania Industrial Resource Center	18	0	0	0	16	0.0%
33 Strategic Investment Fund	6	0	0	0	5	0.0%
34 Three Rivers Area Labor Management Committee	26	0	0	0	26	0.0%
35 University of Pittsburgh Small Business Development Center**	11	0	0	0	8	0.0%
36 Washington County Redevelopment Authority	5	0	0	0	4	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	3	0.0%
MEDIAN	20	1	1	0	15	5.9%
TOTAL	818	62	35	17	641	6.4%

Table 6C

Female Board Membership of 37 General Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total	Women			Percent Women
		Total	Afr. Amer.	Other Race	
1 Pittsburgh Partnership for Neighborhood Development	29	13	4	7	39.3%
2 Westmoreland/Fayette Private Industry Council	4	3	2	1	75.0%
3 Mon Valley Initiative	11	4	0	4	36.4%
4 Community Loan Fund of Southwestern Pennsylvania	9	3	1	2	33.3%
5 Pittsburgh Downtown Partnership	171	3	10	13	31.6%
6 University of Pittsburgh Small Business Development Center**	10	0	0	3	30.0%
7 Pittsburgh Film Office	21	6	1	5	28.6%
8 Innovation Works	15	3	0	3	20.0%
9 Port of Pittsburgh Commission	15	4	0	4	26.7%
10 Steel Valley Authority	26	6	1	5	24.0%
11 SMC Business Councils	13	4	0	4	29.5%
12 Pittsburgh Cultural Trust	45	10	3	8	22.2%
13 Greater Pittsburgh Convention and Visitors Bureau	28	6	1	5	21.4%
14 World Trade Center Pittsburgh	19	4	1	3	21.1%
15 Urban Redevelopment Authority	5	1	0	1	20.0%
16 Convention Center Design Commission	15	3	0	3	20.0%
17 Greater Pittsburgh Chamber of Commerce	5	1	0	1	20.0%
18 Washington County Redevelopment Authority	5	1	0	1	20.0%
19 Local Initiatives Support Corporation	12	2	0	2	16.7%
20 Southwestern Pennsylvania Economic Development District	6	1	0	1	16.7%
21 Southwestern Pennsylvania Commission	15	2	0	2	13.3%
22 Economic Growth Connection**	23	3	0	3	13.0%
23 Community Development Corporation of Butler County	31	4	0	4	12.9%
24 Pittsburgh Biomedical Development Corp.	8	1	0	1	12.5%
25 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	1	0	1	12.5%
26 Three Rivers Area Labor Management Committee	33	4	1	3	12.1%
27 Pittsburgh Regional Alliance	85	10	2	8	11.8%
28 Washington County Council on Economic Development	29	3	0	3	10.3%
29 Pittsburgh Technology Council	43	4	0	4	9.3%
30 Regional Industrial Development Corporation of Southwestern PA	33	3	0	3	9.1%
31 Beaver County Corporation of Economic Development	15	1	0	1	6.7%
32 Fayette County Economic Development Council	37	2	0	2	5.4%
33 Allegheny Conference on Community Development	39	2	0	2	5.1%
34 Information Renaissance	0	0	0	0	0.0%
35 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0	0.0%
36 Strategic Investment Fund	4	0	0	0	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	0.0%
MEDIAN	15	3	0	3	18.7%
TOTAL	750	134	23	118	16.9%

- * Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 * One of three components of the Allegheny County Department of Economic Development
 ** Advisory Board of Directors - not formally recognized as a Board of Directors
 *** Formerly Westmoreland Economic Development Corp.
 **** Formerly Public Authority Authority

Table 6D

March, 1999

Organization	Total	Women			Percent Women
		Total	Afr. Amer.	Other Race	
1 Steel Valley Authority	4	2	1	1	50.0%
2 Mon Valley Initiative	37	19	1	15	43.2%
3 Community Loan Fund of Southwestern Pennsylvania	12	6	2	3	41.7%
4 Pittsburgh Film Office	22	6	1	7	36.4%
5 Pittsburgh Downtown Partnership	27	9	3	6	33.3%
6 Greater Pittsburgh Convention and Visitors Bureau	32	6	1	6	28.1%
7 University of Pittsburgh Small Business Development Center**	11	3	0	3	27.3%
8 Pittsburgh Downtown Partnership	48	13	2	11	22.1%
9 Port of Pittsburgh Commission	15	4	0	4	26.7%
10 Economic Growth Connection**	39	10	0	10	25.6%
11 Convention Center Design Commission	14	3	0	3	21.4%
12 Pittsburgh Cultural Trust	45	9	3	6	20.0%
13 Urban Redevelopment Authority	5	1	0	1	20.0%
14 Beaver County Corporation of Economic Development	15	3	0	3	20.0%
15 SMC Business Councils	20	4	0	4	20.0%
16 Washington County Redevelopment Authority	5	1	0	1	20.0%
17 Southwestern Pennsylvania Commission	66	10	0	10	17.9%
18 Local Initiatives Support Corporation	32	5	0	5	15.7%
19 Westmoreland/Fayette Private Industry Council	25	4	2	3	16.0%
20 Washington County Council on Economic Development	24	3	0	3	12.5%
21 Community Development Corporation of Butler County	30	3	0	3	10.3%
22 Pittsburgh Biomedical Development Corp.	10	1	0	1	10.0%
23 World Trade Center Pittsburgh	21	2	0	2	9.5%
24 Innovation Works	11	1	0	1	9.1%
25 Regional Industrial Development Corporation of Southwestern PA	33	3	0	3	9.1%
26 Fayette County Economic Development Council	43	3	0	3	7.0%
27 Pittsburgh Regional Alliance	17	1	0	1	5.9%
28 Pittsburgh Technology Council	38	3	0	3	7.9%
29 Allegheny Conference on Community Development	34	1	0	1	2.9%
30 Greater Pittsburgh Chamber of Commerce	47	1	0	1	2.1%
31 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	0	0	0	0.0%
32 Information Renaissance	6	0	0	0	0.0%
33 Southwestern Pennsylvania Economic Development District	5	0	0	0	0.0%
34 Southwestern Pennsylvania Industrial Resource Center	19	0	0	0	0.0%
35 Strategic Investment Fund	6	0	0	0	0.0%
36 Three Rivers Area Labor Management Committee	36	0	0	0	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	0.0%
MEDIAN	20	3	0	2	16.0%
TOTAL	818	137	11	120	16.7%

Table 6C

Female Board Membership of 37 General Economic Development Organizations in the Pittsburgh Region, March 2001

Organization	Total	Women			Percent Women
		Total	Afr. Amer.	Other Race	
1 Pittsburgh Partnership for Neighborhood Development	29	13	4	7	39.3%
2 Westmoreland/Fayette Private Industry Council	4	3	2	1	75.0%
3 Mon Valley Initiative	11	4	0	4	36.4%
4 Community Loan Fund of Southwestern Pennsylvania	9	3	1	2	33.3%
5 Pittsburgh Downtown Partnership	171	3	10	13	31.6%
6 University of Pittsburgh Small Business Development Center**	10	0	0	3	30.0%
7 Pittsburgh Film Office	21	6	1	5	28.6%
8 Innovation Works	15	3	0	3	20.0%
9 Port of Pittsburgh Commission	15	4	0	4	26.7%
10 Steel Valley Authority	26	6	1	5	24.0%
11 SMC Business Councils	13	4	0	4	29.5%
12 Pittsburgh Cultural Trust	45	10	3	8	22.2%
13 Greater Pittsburgh Convention and Visitors Bureau	28	6	1	5	21.4%
14 World Trade Center Pittsburgh	19	4	1	3	21.1%
15 Urban Redevelopment Authority	9	1	0	1	20.0%
16 Convention Center Design Commission	16	3	0	3	20.0%
17 Greater Pittsburgh Chamber of Commerce	5	1	0	1	20.0%
18 Washington County Redevelopment Authority	5	1	0	1	20.0%
19 Local Initiatives Support Corporation	12	2	0	2	16.7%
20 Southwestern Pennsylvania Economic Development District	6	1	0	1	16.7%
21 Southwestern Pennsylvania Commission	15	2	0	2	13.3%
22 Economic Growth Connection**	23	3	0	3	13.0%
23 Community Development Corporation of Butler County	31	4	0	4	12.9%
24 Pittsburgh Biomedical Development Corp.	8	1	0	1	12.5%
25 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	1	0	1	12.5%
26 Three Rivers Area Labor Management Committee	33	4	1	3	12.1%
27 Pittsburgh Regional Alliance	86	10	2	8	11.6%
28 Washington County Council on Economic Development	29	3	0	3	10.3%
29 Pittsburgh Technology Council	43	4	0	4	9.3%
30 Regional Industrial Development Corporation of Southwestern PA	33	3	0	3	9.1%
31 Beaver County Corporation of Economic Development	15	1	0	1	6.7%
32 Fay-Penn Economic Development Council	37	2	0	2	5.4%
33 Allegheny Conference on Community Development	39	2	0	2	5.1%
34 Information Renaissance	0	0	0	0	0.0%
35 Southwestern Pennsylvania Industrial Resource Center	22	0	0	0	0.0%
36 Strategic Investment Fund	4	0	0	0	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	0.0%
MEDIAN	15	3	0	3	18.7%
TOTAL	792	134	23	118	16.9%

- * Includes Allegheny County Industrial Development Authority, Hospital Development Authority, Higher Education Building Authority, and Residential Finance Authority
 * One of three components of the Allegheny County Department of Economic Development
 ** Advisory Board of Directors - not formally recognized as a Board of Directors
 *** Formerly Westmoreland Economic Development Corp.
 **** Formerly Public Authority Authority

Table 6D

March, 1999

Organization	Total	Women			Percent Women
		Total	Afr. Amer.	Other Race	
1 Steel Valley Authority	4	2	1	1	50.0%
2 Mon Valley Initiative	37	19	1	19	49.2%
3 Community Loan Fund of Southwestern Pennsylvania	12	6	2	3	41.7%
4 Pittsburgh Film Office	22	6	1	7	36.4%
5 Pittsburgh Downtown Partnership	27	9	3	6	33.3%
6 Greater Pittsburgh Convention and Visitors Bureau	32	6	1	6	28.1%
7 University of Pittsburgh Small Business Development Center**	11	3	0	3	27.3%
8 Pittsburgh Downtown Partnership	46	13	2	11	27.1%
9 Port of Pittsburgh Commission	15	4	0	4	25.7%
10 Economic Growth Connection**	39	10	0	10	25.6%
11 Convention Center Design Commission	14	3	0	3	21.4%
12 Pittsburgh Cultural Trust	43	9	3	6	20.9%
13 Urban Redevelopment Authority	5	1	0	1	20.0%
14 Beaver County Corporation of Economic Development	15	3	0	3	20.0%
15 SMC Business Councils	20	4	0	4	20.0%
16 Washington County Redevelopment Authority	5	1	0	1	20.0%
17 Southwestern Pennsylvania Commission	66	10	0	10	17.9%
18 Local Initiatives Support Corporation	32	5	0	5	15.7%
19 Westmoreland/Fayette Private Industry Council	25	4	2	3	16.0%
20 Washington County Council on Economic Development	24	3	0	3	12.5%
21 Community Development Corporation of Butler County	30	3	0	3	10.3%
22 Pittsburgh Biomedical Development Corp.	10	1	0	1	10.0%
23 World Trade Center Pittsburgh	21	2	0	2	9.5%
24 Innovation Works	11	1	0	1	9.1%
25 Regional Industrial Development Corporation of Southwestern PA	33	3	0	3	9.1%
26 Fay-Penn Economic Development Council	43	3	0	3	7.0%
27 Pittsburgh Regional Alliance	17	1	0	1	5.9%
28 Pittsburgh Technology Council	38	3	0	3	5.3%
29 Allegheny Conference on Community Development	34	1	0	1	2.9%
30 Greater Pittsburgh Chamber of Commerce	47	1	0	1	2.1%
31 Sports & Exhibition Authority of Pittsburgh and Allegheny County****	8	0	0	0	0.0%
32 Information Renaissance	6	0	0	0	0.0%
33 Southwestern Pennsylvania Economic Development District	5	0	0	0	0.0%
34 Southwestern Pennsylvania Industrial Resource Center	19	0	0	0	0.0%
35 Strategic Investment Fund	6	0	0	0	0.0%
36 Three Rivers Area Labor Management Committee	36	0	0	0	0.0%
37 Westmoreland County Industrial Development Corp.	3	0	0	0	0.0%
MEDIAN	20	3	0	2	16.0%
TOTAL	818	137	11	120	16.7%

Table 8

**Board Member Representation at
21 of Pittsburgh Area's 50 Largest Employers (2000), February 2001**

Employer	Total Board Members	African Americans			Percent Afr. Amer.	Women			Percent Women
		Total	Men	Women		Total	Afr. Amer.	Other	
1 Alcoa Inc.	10	1	1	0	10.0%	2	0	2	20.0%
2 Allegheny Technologies Inc.	12	0	0	0	0.0%	1	0	1	8.3%
3 Bayer Corp.	4	0	0	0	0.0%	0	0	0	0.0%
4 Carnegie Mellon University	62	3	3	0	4.8%	13	0	13	21.0%
5 Children's Hospital of Pittsburgh	21	1	0	1	4.8%	5	1	4	23.8%
6 Consol Energy Inc.	7	0	0	0	0.0%	0	0	0	0.0%
7 Duquesne University	44	4	2	2	9.1%	10	2	8	22.7%
8 Federated Investors Inc.	10	0	0	0	0.0%	0	0	0	0.0%
9 FedEx Ground	8	0	0	0	0.0%	0	0	0	0.0%
10 H.J. Heinz Co.	17	1	1	0	5.9%	3	0	3	17.6%
11 Mellon Financial Corp.	17	0	0	0	0.0%	1	0	1	5.9%
12 Pittsburgh Mercy Health System	21	2	2	0	9.5%	8	0	8	38.1%
13 PNC Financial Services Group Inc.	18	1	1	0	5.6%	2	0	2	11.1%
14 Port Authority of Allegheny County	9	2	1	1	22.2%	2	1	1	22.2%
15 PPG Industries Inc.	10	2	1	1	20.0%	1	1	0	10.0%
16 South Hills Health System	16	0	0	0	0.0%	2	0	2	12.5%
17 St. Francis Health System	9	0	0	0	0.0%	4	0	4	44.4%
18 University of Pittsburgh	47	5	5	0	10.6%	6	0	6	12.8%
19 USX Corp.	14	2	1	1	14.3%	1	1	0	7.1%
20 Westinghouse Electric Co.	5	0	0	0	0.0%	0	0	0	0.0%
21 Westmoreland Health System	13	0	0	0	0.0%	1	0	1	7.7%
MEDIAN	13	1	0	0	4.8%	2	0	1	11.1%
TOTAL	374	24	18	6	6.4%	62	6	56	16.6%

Note:

- 21 (42%) of the 50 largest employers in the region provided board member information; of those eligible,
 - 21 out of 30 (70%) provided information
- 14 (28%) had out-of-town boards
- 9 (18%) declined to provide board member information: Bechtel Bettis, Eat'n Park Hospitality Group, Giant Eagle Inc., Heritage Valley Health System, National City Bank of Pennsylvania, Pittsburgh Post-Gazette, TRACO, UPMC Health System, and West Penn Allegheny Health System
- 9 (12%) had elected, not appointed, boards
- 50 (100%)

