

MCCA® LIST OF WOMEN GENERAL COUNSEL AT FORTUNE 501–1000 COMPANIES

Company	General Counsel	2006 Rank	2005 Rank	Industry	Grouped by Industry
ABM Industries, Incorporated	Linda Auwers	664	659	Diversified Outsourcing Services	
Adobe Systems Incorporated	Karen Cottle	817	865	Computer Software	A
Agere Systems Inc.	Jean Rankin	904	782	Semiconductors and Other Electronic Components	A
Agilysys, Inc.	Kathryn Vanderwist	922	964	Wholesalers: Electronics and Office Equipment	A
Alliant Energy Corporation	Barbara Swan	549	553	Utilities: Gas and Electric	C
American Greetings Corporation	Catherine Kilbane	825	755	Publishing, Printing	Q
Analog Devices, Inc.	Margaret (Marnie) Seif ¹	712	623	Semiconductors and Other Electronic Components	A
Ann Taylor Stores Corporation	Barbara Eisenberg	786	797	Specialty Retailers	E
Biogen Idec, Inc.	Susan H. Alexander ¹	706	708	Pharmaceuticals	I
BJ Services Company	Margaret Shannon	573	628	Oil and Gas Equipment, Services	C
BMC Software, Inc.	Denise Clolery ¹	984	948	Computer Software	A
C.R. Bard, Inc.	Judith Reinsdorf	866	866	Medical Products and Equipment	I
Career Education	Janice Block ¹	800	844	Education	
Church & Dwight Co., Inc.	Susan Goldy ¹	881	929	Household and Personal Products	
Citizens Communications Company	Hilary Glassman ¹	768	715	Telecommunications	H
Coach, Inc.	Carole Sadler ¹	893	997	Specialty Retailers	E
Community Health Systems, Inc.	Rachel Seifert	515	518	Health Care: Medical Facilities	I
Corn Products International, Inc.	Mary Ann Hynes ²	721	688	Food Production	J
CSK Auto Corporation	Randi Morrison ¹	933	894	Specialty Retailers	E
CUNA Mutual Insurance Society	Faye Patzner	644	630	Insurance: Life, Health (mutual)	B
Dade Behring Holdings, Inc.	Louise Pearson	915	900	Medical Products and Equipment	I
Dollar Thrifty Automotive Group Inc.	Vicki Vaniman	961	947	Specialty Retailers	E
Domino's Pizza, Inc.	Elisa D. Garcia C.	966	936	Food Services	J
Duane Reade, Inc.	Michelle Bergman	935	888	Food and Drug Stores	D
Dura Automotive Systems Inc.	Martha Moyer ¹	728	646	Motor Vehicles and Parts	K
EGL, Inc.	Dana Carabin ¹	599	601	Transportation and Logistics	G
Energizer Holdings, Inc.	Gayle Stratmann	619	593	Household and Personal Products	
Exide Technologies	Barbara Hatcher ¹	651	643	Motor Vehicles and Parts	K
FMC Corporation	Andrea Utecht	771	743	Chemicals	O
Genesis HealthCare Corporation	Eileen Coggins ¹	900	899	Health Care: Medical Facilities	I
Hawaiian Electric Industries, Inc.	Jackie Mahi Erickson	755	777	Utilities: Gas and Electric	C
Host Marriott Corporation	Elizabeth Abdo	502	486	Real Estate	N
IDT Corp.	Joyce Mason	698	705	Telecommunications	H
Intuit, Inc.	Laura Fennell	779	795	Computer Software	A
J.M. Smucker Company	M. Ann Harlan ¹	765	950	Food Consumer Products	J
JohnsonDiversey, Inc.	JoAnne Brandes ¹	577	554	Miscellaneous	
Laidlaw International, Inc.	Beth Byster Corvino	523	419	Transportation and Logistics	G
Linens'n Things, Inc.	Denise Tolles ¹	656	618	Specialty Retailers	E
Martin Marietta Materials, Inc.	Roselyn Bar	804	832	Building Materials, Glass	N
National Fuel Gas Company	Paula Ciprich	795	750	Utilities: Gas and Electric	C
NBTY, Inc.	Irene Fisher ¹	880	871	Pharmaceuticals	I
New Jersey Resources Corporation	Mariellen Dugan ²	592	637	Utilities: Gas and Electric	C
Ohio Casualty Corporation	Debra Crane	894	863	Insurance: P&C (stock)	B
Pall Corporation	Mary Ann Bartlett ¹	835	834	Industrial and Farm Equipment	L
Paychex Inc.	Stephanie Schaeffer ¹	991		Payroll Services	

Fortune 500 Women General Counsel

continued from page 35

MCCA® LIST OF WOMEN GENERAL COUNSEL AT FORTUNE 501–1000 COMPANIES (CONTINUED)

Company	General Counsel	2006 Rank	2005 Rank	Industry	Grouped by Industry
PerkinElmer Inc.	Katherine O'Hara ¹	897	855	Scientific, Photo, Control Equipment	R
Petco Animal Supplies, Inc.	Darragh Davis	810	814	Specialty Retailers	E
Piedmont Natural Gas Company, Inc.	Jane Lewis-Raymond ¹	871	909	Utilities: Gas and Electric	C
Pinnacle West Capital Corporation	Nancy Loftin ¹	600	578	Utilities: Gas and Electric	C
Polaris Industries Inc.	Mary McConnell	843	808	Transportation Equipment	G
PolyOne Corporation	Wendy Shiba	674	625	Chemicals	O
Popular, Inc.	Brunilda Santos	547	590	Commercial Banks	F
Potlatch Corporation	Pamela A. Mull ¹	972	859	Forest and Paper Products	P
Protective Life Corporation	Deborah Long	774	764	Insurance: Life, Health (stock)	B
Puget Energy, Inc.	Jennifer O'Connor	623	631	Utilities: Gas and Electric	C
Quanta Services, Inc.	Tana Pool ²	849	878	Engineering, Construction	N
Reliance Steel & Aluminum Company	Kay Rustand	559	576	Wholesalers: Diversified	E
Retail Ventures, Inc.	Julia Davis	636	612	General Merchandisers	E
SCP Pool Corporation	Jennifer M. Neil ¹	945		Wholesalers: Diversified	E
Snap-On Incorporated	Susan Marrinan	720	663	Industrial and Farm Equipment	L
Solo Cup Company	Jan Stern Reed ¹	702	729	Household and Personal Products	
Solutia Inc.	Rosemary Klein	637	613	Chemicals	O
Spherion Corporation	Lisa Iglesias	813	698	Temporary Help	
Sports Authority Inc.	Nesa Hassanein ¹	690	656	Specialty Retailers	E
Suburban Propane Partners, L.P.	Janice Meola Sokol ¹	924		Energy	C
Superior Essex Inc.	Barbara Blackford ¹	861		Electronics, Electrical Equipment	A
TECO Energy, Inc.	Sheila McDevitt	593	527	Utilities: Gas and Electric	C
Timberland Co.	Danette Wineberg	941	923	Apparel	E
True Value Company	Cathy Anderson	798	751	Wholesalers: Diversified	E
Washington Post Company	Diana Daniels	534	526	Publishing, Printing	Q
WCI Communities, Inc.	Vivien Hastings	668	818	Homebuilders	N
WGL Holdings, Inc.	Beverly Burke	762	738	Utilities: Gas and Electric	C
XO Holdings, Inc.	Simone Wu ¹	998		Telecommunications	H
Zale Corporation	Hilary Molay	715	684	Specialty Retailers	E

NOTES

1. New to List
2. Person replaced another woman on last year's list

1000, outnumbered—the number of arrivals. The latter was more pronounced for women general counsel of color.

While turnover at this level is common regardless of gender, its occurrence highlights potential challenges for women's advancement: Are there lingering recruiting and retention biases or negative perceptions of women leaders that need to be addressed? Is the pipeline to leadership flush? Are women promoted and compensated fairly?

Michele Coleman Mayes, general counsel of Pitney Bowes, speculates that given the high stakes for public companies, if a bias is present it is more likely in the selection process and not afterward. In addition to the laws and regulations, says Mayes, a general counsel has responsibility for balancing the interests of individual corporate clients and the board of directors: "It is no small feat to balance these interests—particularly in this scandal-

sensitive climate." It is a position that demands the respect of, and accessibility to, senior management and the board.

"One is tempted to ask the question whether the advice and counsel of a woman general counsel is perceived and received differently. Quite honestly, there is not much time for bias when the outcomes are so important," says Mayes. "I would speculate that once the decision is made to hire a female general counsel, the question of gender becomes less of an issue than it might be in the selection process. I think it is far more likely for gender to play a pivotal, albeit possibly subconscious, role at that stage."

According to Mayes, one way to overcome bias in the selection process is "to have candidates who are too good to ignore and have the confidence to go along with their pedigree." The potential for a robust pipeline is greatly increased today, Mayes notes,

continued on page 38