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### Female Faces are Still a Rarity Atop U.S Corporate Ladder

Barbara Coleman

*AARP*

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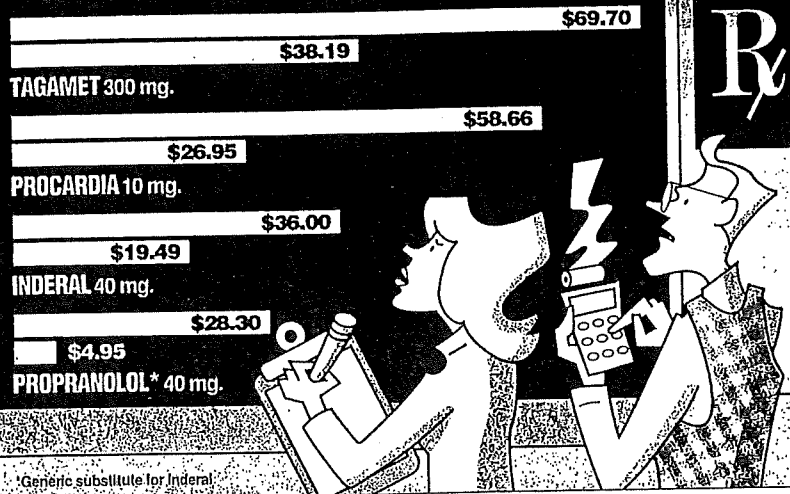
# BULLETIN

A PUBLICATION OF THE AMERICAN ASSOCIATION OF RETIRED PERSONS

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 JOHN M GIBBONS  
 2303 38TH ST NW  
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## PRESCRIPTION PRICES VARY

Here are the highest and lowest prices for 4 drugs in one American community. All prices are for a quantity of 100 pills.



## Drug price see-saw

*Store charges differ widely, AARP sleuths find*

BY BILL CRAWFORD

A national survey of prescription drug prices and pharmacy services by AARP volunteers concludes that there's only one way to make sure you're getting the most for your money: shop around.

Results disclose that within the same community, the price of a prescription could be twice as much, or more, at one pharmacy than at another.

So, declares Association Executive Director Horace B. Deets, "To get the most for your pharmacy dollar, compare prices and services."

Volunteers for AARP and NRTA conducted the surveys, collecting data from 1,050 pharmacies in 165 communities in 42 states. Local results were distributed in 1,000 educational booklets provided to each community. Booklets encourage consumers to ask

*continued on page 14*

## FUSS CONTINUES OVER PREMIUM

## Catastrophic overhaul now seems likely

BY BARBARA COLEMAN

As Congress reconvenes after an August recess, the controversy over Medicare's new supplemental premium continues unabated. That makes it virtually certain that lawmakers will overhaul, possibly even repeal, the Medicare Catastrophic Coverage Act of 1988.

Shortly before the recess, the House Ways and Means Committee narrowly approved a plan to cut in half the disputed supplemental premium that helps finance the catastrophic program. As a corollary, it proposed shifting more of the financing burden to lower income enrollees.

The committee also proposed, among other changes, making the program "optional" by tying it to Medicare's already elective Part B benefits, which cover doctor bills. A beneficiary could choose Part B with catastrophic benefits or forego both.

This plan was backed by Ways and Means Chairman Dan Rostenkowski, D-Ill., who had opposed efforts to change the new law. It also was supported by the program's original sponsors, including Reps. Pete Stark, D-Calif., and Bill Gradison, R-Ohio.

President Bush's administration backed the plan, reversing its opposition to any major changes. Health and Human Services Secretary Louis Sullivan said the Ways and Means

*continued on page 18*

## Female faces are still a rarity atop the U.S. corporate ladder

BY BARBARA COLEMAN

Ten years ago, you couldn't find even one woman running a Fortune 100 company, and today you still can't.

During a decade that witnessed revolutionary changes in the societal roles of American women, nothing much changed at the top of the corporate heap.

That finding emerged from an AARP

Bulletin study—including interviews with business executives across the country—to measure a woman's place, if any, in the boardroom.

"American business is very much a white male arena," says Susan King, president of Steuben Glass, a subsidiary of Corning Glass Works. "The deck has been stacked against women."

*continued on page 6*



Ford Motor Co. Vice President Helen Petruskas.

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Ann Hopkins, now with the World Bank.

## Female execs

*continued from page 1*

The most widely known women CEOs (chief executive officers) are those who started their own businesses, such as cosmetics czar Estee Lauder. Or they are women who run family-controlled businesses, such as Katherine Graham, president of The Washington Post Co.

But for those who stay in the mainstream, national statistics indicate there is little room for them in upper management. According to Korn/Ferry, a New York management consulting firm, only 2.1 percent of almost 1,400 senior-level executives in Fortune 500 companies in 1985 were women, up from a mere .05 percent in 1979.

Particularly frustrating for women executives who have attained senior status jobs is what they call a "glass ceiling," an invisible barrier they can see through but can't penetrate. Some women blame sexual discrimination. Sometimes it's blatant, they say, but more often it's subtle.

Men "just feel more comfortable with each other," says Arlene Johnson, a senior research associate with the Conference Board, a New York-based business information and research organization. "They're a pretty homogeneous group in the executive suite."

And change comes slowly when those "subtle traditional forces are at work," adds Wendy Reid Crisp, president of the National Association of Female Executives.

"When the chips are down," Crisp says, "men get the jobs."

That's exactly what Ann Hopkins contended when she filed suit in 1982 after being denied a partnership by Price Waterhouse, the national accounting firm. The only woman among 88 candidates for partner, Hopkins had the group's best record for generating new business. Still, she was passed over as 47 men were selected.

Hopkins says she was told by male partners who evaluated her that she was too "macho" and needed to take

a "course in charm school." According to court records, one partner told her she needed to "walk more femininely, talk more femininely, dress more femininely, wear makeup, have her hair styled and wear jewelry."

Last May, the U.S. Supreme Court ruled in a 6-to-3 vote that Price Waterhouse had based its decision in part on unlawful stereotyping, and sent the case back to lower court for a new trial.

Hopkins, now a senior budget officer at the World Bank in Washington, D.C., says she was "delighted" by the decision, and advocates of women's rights hailed it as a "victory," but Price Waterhouse wasn't a total loser.

The court ruled that the firm had been held to too high a standard in rebutting Hopkins' claims. Next time it will have to produce only a "preponderance of evidence" instead of "clear and convincing evidence" that it refused to promote her for nondiscriminatory reasons.

Despite obstacles erected by sexual stereotyping, some women have scored major breakthroughs. One is Susan King, who became president of Steuben Glass in 1987 after five years as vice president for corporate communications and consumer affairs at Corning. She was brought in from "outside" after serving as chairwoman of the U.S. Consumer Product Safety Commission.

Another route to the top was taken by Nancy Woodhull, president of Gannett News Services. She started her career as a newspaper reporter, joined the Gannett Company in 1975, and

*Men "just feel more comfortable with each other."*

ARLENE JOHNSON

worked her way up to managing editor of both the firm's newspapers in Rochester, N.Y., before being assigned as one of seven original planning editors for USA Today.

Her strategy: "I'd always be suggesting new ideas, and thinking about how to make it happen. You have to see opportunity in change," she says.

In 1984, Jacqueline McCurdy became the first woman vice president at Joseph E. Seagram & Sons Inc., the nation's largest liquor and wine producer. She joined Seagram in 1976 as associate general counsel after having served as associate general counsel of the Distilled Spirits Council of the United States.

McCurdy says her long experience in the field contributed to her advancement, and adds, "A woman can't expect somebody just to tap her on the shoulder and say, 'You're a great woman for this job.'"

McCurdy knows what it's like to

AARP 9-89

PHOTO BY EDNA REITH

break new ground. Once a member of the Maryland House of Delegates, she recalls, "They didn't even have a ladies' room."

But, she says, being the lone woman in a group of male executives has never been a problem for her. Whereas she may or may not be one of the boys, says McCurdy, "I know I'm one of the group."

*"As you go up in an organization, there are fewer slots . . ."*

DIANE HARRIS

Some women are even breaking into such traditional all-male strongholds as the top ranks of manufacturing companies. An example: Helen Petrauskas, a vice president of Ford Motor Co. who coordinates Ford's safety, fuel-economy and emissions-control planning.

Success stories aside, however, many other women still say they have collided with that glass ceiling, although not all of them agree that male bias is to blame.

Diane Harris, vice president for corporate development at Bausch & Lomb, makes the point that companies

are like pyramids with only a few jobs at the top. "What women are experiencing is what men have always faced," Harris says. "As you go up in an organization, there are fewer slots and a lot of competent people vying for those jobs. And there's just one CEO."

Another problem, according to Judith Rogala, senior vice president of Federal Express Corp., is that "Women are not often given true profit-and-loss experience or line management jobs," i.e. positions in which they run an operation and manage a staff.

Steuben's King agrees. "That's where women get derailed," she says. "The rule is that the president and CEO come from line management."

But their biggest obstacle, many women say, is lack of corporate concern for their problems in balancing job and family demands. They contend that corporations typically expect their high-potential managers—men and women—to work 70-hour weeks, regardless of their family lives.

"Companies have to start dealing with their employees as parents," Steuben's King says. On the recommendation of an employee task force, she adds, Corning has developed a "parent resource kit" and a referral service for employees to locate child and elder care resources, and has allowed employees to work part time if they need to care for a child or parent.



"I know I'm one of the group," says Seagram's Jacqueline McCurdy.

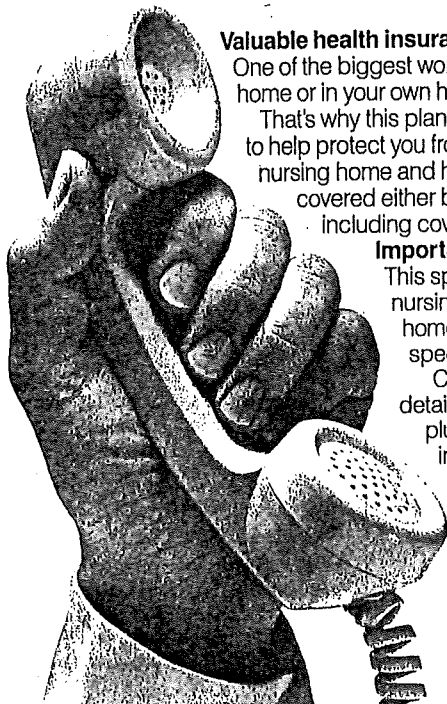
"The tone must be set by top management," King says.

Change may be in the works. One reason: More than one-third of Master of Business Administration (MBA) graduates today are women, up from 2 percent in 1967. And the U.S. Department of Labor says the number of women in administrative and managerial jobs

jumped from 19 percent in 1972 to 36 percent in 1987.

Management will recognize the importance of their women employees says Bausch & Lomb's Harris, because "talent is going to be in short supply. They're going to hire and promote women not because they're women but because they need them."

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