

WOMEN

MEAN BETTER

BUSINESS

SMITH COLLEGE EXECUTIVE EDUCATION FOR WOMEN

Did you know that,
on average, **companies with more women**
in leadership roles **do better financially?**

That's right. Women leaders boost the bottom line.

Organizations with diversity in their leadership and on their boards achieve better financial results, on average, than other companies.

Since 2004, organizations with the most women board directors outperformed those with the least on return on sales by 16%, and return on invested capital by 26%.

Companies with sustained high representation of women — three or more women board directors in at least four of five years — significantly outperformed those with no women board directors.*

*All data from Catalyst

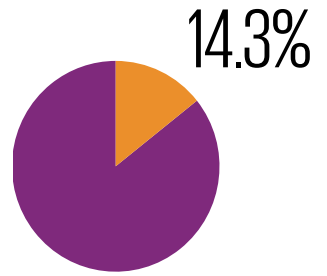
So why aren't more corporations capitalizing on the talents of women?

Despite the proven track record of women in leadership roles, many companies are still not taking full advantage of this rich talent pool.

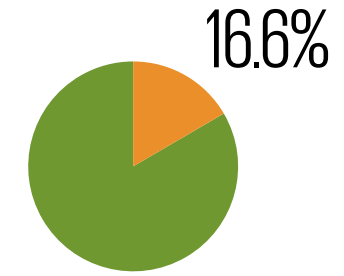


In 2012 women made up **47% of the U.S. labor force.**

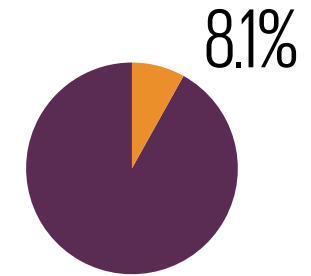
yet women held only **14.3% of executive officer positions,** unchanged for three years,



and women held only **16.6% of board seats,** the seventh consecutive year of no growth,



and women held only **8.1% of top earner spots,** the slowest area of growth.



But there is **good news**.

Smith College Executive Education for Women
excels at developing extraordinary women leaders.

And people are talking about why...





“The Smith program has prepared me to seize the opportunities of a new leadership position within my company. Thanks to the unique Smith program, my performance has reflected my ability to lead with courage through difficult times.”

Josephine M. Panganiban, Business Solutions Leader, **MetLife** Global Operations
Attended Smith College Leadership Consortium

“After using the Smith program information, I have been actively recognized by my manager for being a business leader with functional expertise. Now I can influence company decisions, engage in active listening, and connect with my team on a deeper level.”

Veronica Cruz, VP Quality and Compliance, **McNeil Consumer Healthcare**
Attended Smith College Leadership Consortium



“ I’m extremely proud of the impact that the Smith College Executive Education program has had on Accenture women. We’ve seen tangible results in retention, in advancement, in sharing their learning more broadly, in network building, and in commitment to Accenture. ”

Pamela Craig, former CFO, **Accenture**

“ From the strategy and innovation course, I was able to immediately understand the challenges currently facing our organization, and to make suggestions about how we can innovate. It also provided me with an understanding of how to move a company from ‘now’ into ‘the future.’ ”

Susan Horstkamp, Santa Clara Engineering & Site Manager, **BAE Systems**, US Combat Systems
Attended Directing Innovation for Senior Leaders in Science, Technology, and Engineering

Corporations are also talking about **the changes they see** in the women who attend Smith's programs.

“ We partner with Smith College because we've seen a retention rate of 95 – 96% as a result of the program. Our women come back engaged and empowered, ready to lead and take on new challenges. Smith's design for learning is relevant to advancing women at our organization. We saw data that confirmed that our women who attended Smith programs outperformed the norm. ” Johnson & Johnson

“ Smith has an elite brand within Chubb and we have a competitive selection process. We want women to be open to developing the depth of knowledge that they are going to need for their next opportunity. ”
Chubb Group of Insurance Companies

Our programs make a **measurable difference** in women's leadership skills.



Percentage of surveyed managers who saw an increase in these skills after their employee attended a Smith program.



how do we do it?

We teach hard-core business skills in a way that speaks to women.

Whether the topic is negotiation skills, strategic thinking, or global leadership, women who attend our programs say they learn more and learn better than in other leadership programs. Smith College is widely respected for its long history of developing strong and courageous women leaders, and that expertise helps us tailor our approach in ways that are uniquely effective.

We choose only the best faculty leaders and use up-to-the-minute case studies.

Because Smith College is not a business school, our Executive Education program is free

to assemble the very best thinkers and most inspiring teachers from wherever we find them to lead our programs. We choose our faculty members — tops in their fields — from throughout the nation and the world. And they use the most current and illuminating case studies in each program.

We think globally, and our participants do too.

Today's marketplace is global, and diverse leadership is a key to success in this cross-cultural landscape. Our programs give women the powerful skills and tools required to fill the larger roles that this expansive business environment demands.

And most important. . . .

We invite the best and brightest women from around the world.

We work in close partnership with corporations that are actively committed to retaining and advancing women. These companies carefully select high-performing, high-potential women to invite to our programs. Many of our participants say it is a significant honor to be selected.

These are the women you've always wanted to meet. The women whose ideas and insights spark your own. Women who share your goals, your drive, and your capacity to learn and grow professionally and personally.

we offer a uniquely effective learning environment

what happens when we bring smart, motivated, high-performing women together?

they share, grow, invent, laugh, connect, question, learn, teach, kindle, ignite, inspire, and awaken.



“ Learning leadership in an all-women environment is a powerfully disruptive experience. And the network you form at Smith will propel your success at every level. ”

Kathleen McCartney, President, **Smith College**

Our participants continue to learn together after the program ends.

Smith College Executive Education programs provide ongoing learning and networking opportunities long after the programs themselves are over. Program alumnae continue to learn and grow together through online networks as well as face-to-face networking events, executive development webinars, wellness retreats, executive retreats, and the thousands of personal and cross-industry connections that are forged in our programs.

our programs produce deep insights and strong leaders

We offer distinct programs that are carefully designed for women in different industries and career stages, from emerging managers to senior-level global executives to board-ready women.

Our programs are targeted for:

- Women in Science, Technology, and Engineering
- Women in Biotech and Pharma
- Women in Senior-Level Global Management Positions
- Women in Law and Health Care
- Women in the Media
- Women in Public Service
- Women in Mid-Level Management Positions
- Women in Non-profits

In all our programs, expert faculty and peer-to-peer sharing lead to accelerated learning in:

- Developing a strategic global perspective, network, and vision
- Understanding the complexities of today's economic systems
- Building business and financial acumen
- Anticipating and responding to change and executing breakthrough strategies
- Enhancing political intuition, insight, and strategies to sustain success
- Maximizing individual and team leadership competencies
- Leading multicultural, global, and virtual teams
- Honing communication savvy across dynamic and diverse environments
- Cultivating leadership authenticity and executive presence
- Adopting holistic strategies to enhance health and well-being

For details on our portfolio of programs, **visit www.smith.edu/execed**

Our **custom programs** target your company's unique needs.

What are your company's most pressing leadership needs? Better retention? Deeper bench-strength? Stronger global perspective? More strategic risk-taking?

We custom-tailor dynamic programs — that may include men — to help corporations support specific areas of leadership growth.

Our custom programs:

- Target clearly identified leadership competency requirements within your company with customized course content
- Advance your company's strategic mission, business objectives, and diversity and inclusion goals
- Complement existing leadership development initiatives
- Build a pipeline of dynamic women leaders
- Measure success through company-specific metrics



“Ethicon’s partnership with Smith College has yielded a new, customized ground-breaking leadership program that is being cheered throughout the company. The participation by both men and women has been key. We are teaching everyone the skills to drive positive change to our culture.”

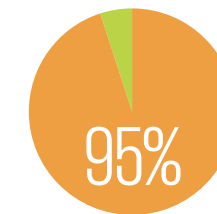
Lisa Baryshpolec, Group Director R&D, **Ethicon**, a Johnson & Johnson Company

So, what are women saying about Smith College Executive Education for Women?

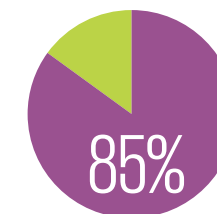
“ I have 19 years of professional experience and this was the best training experience I’ve ever had.”

“ I was a skeptic and a tough critic but walked away from my time at a Smith Leadership course a better leader and more in tune with not only my own needs, but also the needs of those I lead and who lead me.”

“ No other training has been more beneficial to me and others I know. It is timeless and priceless.”



of participants surveyed say that our **unique understanding of the issues women face** climbing the corporate ladder is one of our strongest advantages.



of respondents say that our leadership programs **encourage smart risk-taking and accelerate learning** because they are delivered in an all-women learning environment.

What are your challenges?

We can help.

We have taught thousands of exceptional women how to be effective strategic leaders, and helped hundreds of top organizations achieve breakthrough leadership and strategic goals. **Contact us** about your challenges — and let us put our unparalleled expertise to work for you.

Call us +1 413-585-2642

Email us leadership@smith.edu

Write us Smith Executive Education for Women,
42 Green Street, Northampton, MA 01063 U.S.

Iris Newalu

Executive Director
413-585-2798
inewalu@smith.edu

Katherine T. Hall

Associate Director
413-585-2586
kthall@smith.edu

Abida Adnan

Director, Communications
413-585-2583
aadnan@smith.edu

Susan McDonald

Program Manager
413-585-2642
smcdonal@smith.edu

Patrick Fenton

Communications and
Technology Manager
413-585-4695
pfenton@smith.edu

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42 Green Street
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