

**A RESOURCE BOOK
FOR
WOMEN IN MEDIA**

**Changing Face 92
Conference for Women in Media
Canadian Association of Journalists
Ottawa, November 13-15**

**This booklet has been produced with the
generous help of The Vancouver Sun**

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We produced this book about 15 years ago. In the interim, we have seen a number of changes in the way women's health care is delivered. The book is still relevant, but it is not a comprehensive guide to the current state of affairs. We hope that it will be a useful starting point for those who are interested in the history and development of women's health care. The book is written for a general audience, but it is also intended for those who are interested in the history and development of women's health care. The book is written for a general audience, but it is also intended for those who are interested in the history and development of women's health care.

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INTRODUCTION

We've produced this book to help women in three ways. To put them in touch with one another. To help them find information that will be useful to them as women negotiating a new workplace. To give them information on the rich history and literature about women in the media. We hope this will ensure that our energies in different newsrooms don't go into re-inventing the wheel but into moving forward from where other women have already brought us. As well, information gives us the understanding to cope with what's around us. Even if you can't change everything tomorrow, being able to analyze the dynamics of change, power struggles, and men-women communications makes us stronger. Hope you'll get a spark from this.

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I CANADIAN WOMEN'S MEDIA ORGANIZATIONS

* Organizations represented at the 1992 Women in the Media's plenary session: "Where we go from here?"

L'Association Professionnelle Internationale des Femmes Journalistes

Un groupe international fondé à Bruxelles en 1964, avec un chapitre basé à Montréal. Il y a présentement environ 60 membres au Québec et au Canada. L'Association a pour objet d'étudier toutes les questions de nature à faciliter à ses membres l'exercice de leur profession. Elle constitue notamment un moyen d'entraide et d'échange pour une meilleure connaissance des problèmes concernant l'information et la condition féminine dans chaque pays membre, tant sur les plans personnel, culturel et social que sur les plans politique et pédagogique. Il y a un bulletin de liaison publiée en français et en anglais, un annuaire des membres, et des réunions de travail y comprenant des congrès internationaux, des voyages d'études, des séminaires, et des enquetes.

CONTACT: Mireille Lemelin, président du chapitre canadien
(514) 939-3202

Canadian Association of Journalists *

The Canadian Association of Journalists started its life as the Centre for Investigative Journalism in 1978. It had a strong women's network at the beginning but by the mid-80s women's issues consisted of a "women's network lunch" at every annual conference. The CIJ became the CAJ in 1989 to reflect the fact that members wanted a much broader approach to professional development than investigative journalism.

In 1990, two women working on their own – Denise Davy at the Hamilton Spectator and Ann Bokma at Maclean Hunter – hooked up with the CAJ to launch the first Women in Media conference in Toronto. Out of that came the momentum for a second CAJ-sponsored conference in Vancouver, a quarterly newsletter on women's issues called WINGS, and growing interest in various corners of the country from media women to do something, anything, to give them support and information as they continue to struggle against systems that seem weighted against them. The 1992 Ottawa conference and the 1993 Winnipeg conference represent a continuation of that momentum.

Currently, nine of the sixteen directors of the national board of the Canadian Association of Journalists are women. About 60 per cent of the 1,300 members are women.

Recently, the CAJ changed its constitution to allow members to create formal caucuses based on common interests. A group of women in Vancouver has started a women's caucus that is separate from the CAJ chapter that also exists in Vancouver.

The CAJ has always been driven by the needs of its members and will continue that. The CAJ is ready to undertake what women say they need and want to change in their newsrooms and their working lives. The CAJ is funded by memberships, donations from media corporations to sponsor events, and the sale of advertising in its publications.

CONTACTS: John Stevens,
executive director
(613) 788-7424
Shirley Muir, past president and co-ordinator of
the Winnipeg conference planning committee
(204) 453-1709

Canadian Women In Radio and Television •

Canadian Women in Radio and Television was born in the summer of 1991, during the planning of the annual Canadian Association of Broadcasters convention. It was launched October 21, 1991. Its mission is to "improve the quality of Canadian radio and television; to promote the entry, development and advancement of women in the electronic media and allied industries, and to serve as a forum for communication."

CWRT currently has about 350 members. Since its inception, it has established a job bank, created a members directory, hosted a number of workshops and talks, and published a quarterly newsletter. Plans for the future include: developing an information centre as a resource for members; starting a scholarship fund for women wanting to take management training; expanding the job bank; and performing membership training and development needs assessment. CWRT received \$200,000 in start-up money from eight founding members: CBC, CGS CanWest Global System, CHUM Limited, Maclean Hunter, Rogers Communications, Standard Broadcasting, Warner Bros. and WIC Western International Communications. The rest of its funds come from other private fundraising and memberships.

CONTACT: Shari Adamek, executive director
(416) 446-5353

MediaWatch

While not strictly an organization for media women, this group has so much to offer about women in the media that we're including it here. The National Watch on Images of Women in the Media started as a sub-committee of the National Action Committee on the Status of Women in 1981. It became independent in 1983 and is run by a board. It has opened up to membership in the last three years and members of the media may become supporting members.

MediaWatch's goal is to monitor how women are portrayed in the mass media and to give the public and journalists tools to analyze and inform themselves about the kinds of images mass media present. It is best known for the surveys it does of gender balance in newspapers. It also publishes a three-times-a-year bulletin and helps produce videos and reports.

It is funded primarily by the Secretary of State women's program.

CONTACT: Toronto, office
(416) 408-2065
There are also representatives in all regions

Media Women for Equality •

This group was born out of the 1991 CAJ Women and the Media conference in Vancouver and held its founding convention in September 1992.

MWE was formed to change media biases against women, in newsrooms and in the news. The goal is to bring women together across the country so they can share their experiences with each other. The group wants to use education, consciousness-raising, research, publishing, legal cases, or anything that will help advance women's equality in the media.

It plans to raise money through memberships and non-media private sources.

CONTACT: Linda Hossie, president
Jan O'Brien, vice-president
Kim Bolan, secretary treasurer
(604) 874-0550

Toronto Women In Film and Television *

Toronto Women in Film and Television is a non-profit organization of professional women founded to improve the status and portrayal of women in film and television and to celebrate their accomplishments. It is affiliated with Women in Film and Television organizations throughout North America, Europe and Australia.

TWIFT puts on professional workshops and seminars, monthly meetings with special screenings and panel discussions, the annual Awards of Merit Gala, and panel discussions at the Festival of Festivals Trade Form. TWIFT also publishes a regular newsletter and members' directory.

TWIFT intervenes in matters directly affecting the interests of women in film and television. It commissioned and released **A Statistical Profile of Women In the Canadian Film and Television Industry** in 1990. This was followed in 1991 by **Changing Focus: The Future for Women in the Canadian Film and Television Industry**. In 1992, it will publish **Equal Billing: Implementing Gender Equity In the Film and Television Industry**, **Take Two: A Woman's Guide to Technical Jobs In the Film and Television Industry**, and a training guide to accompany the videotape, **Get the Picture: The Portrayal of Women In the Media**. This videotape was also produced in 1992 in cooperation with Media Watch and Canadian Women in Radio and Television.

TWIFT is currently involved in creating a data base of women in the industry, professional development seminars for job categories where women are less than five per cent of the labor force, gender awareness workshops for broadcasters, unions and other organizations involved in film and television, and a research project on the relationship between equity and portrayal.

It is funded by membership fees and by government sources like Secretary of State and Employment and Immigration for specific projects.

CONTACT: Denise Mulvey, executive director
(416) 348-9578

Vancouver Women's Caucus

After Vancouver played host to the second national Women in the Media conference in November 1991, the women who organized that event asked the question: "What now?"

The answer was the Vancouver Women's Caucus, which formed in January, with the purpose of being a means to network, educate and do advocacy work for women in the media. The group, which has a membership of more than 40, meets once a month to discuss current issues for women in journalism. Often, the group invites speakers to these gatherings, the choice made by women who met the previous month.

Some women in the group are also involved in a mentor program where a senior reporter or editor is matched with a junior journalist to provide encouragement and ideas on how to succeed in her career.

CONTACT: Wendy McLellan
(604) 732-2061
Kim Pemberton
(604) 732-2144

Vancouver Women In Film and Video

This is a non-profit organization of professional women founded to promote the achievements and improve the status and portrayal of women in film, video and television through education, training, lobbying, networking and advocacy. It hopes to eliminate the sexist portrayal of women in film and television and to provide professional development to improve the status of women. It publishes a quarterly newsletter and yearly members directory. It has about 200 members.

CONTACT: Eileen Hoeter, president
(604) 685-1152

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

Furthermore, it is noted that regular audits are essential to identify any discrepancies or errors in the accounting system. By conducting these audits frequently, potential issues can be resolved before they become significant problems.

The document also highlights the need for clear communication between all parties involved in the financial process. This includes providing timely updates to stakeholders and ensuring that everyone has access to the necessary information.

In conclusion, the document stresses that a robust financial management system is crucial for the long-term success of any organization. By adhering to these principles, businesses can ensure their financial health and maintain the trust of their customers and investors.

The second section of the document provides a detailed overview of the accounting cycle. It outlines the ten steps involved in recording and summarizing financial transactions, from identifying the transaction to preparing financial statements. Each step is explained in detail, including the necessary documents and procedures.

Additionally, the document discusses the role of the accounting department in providing valuable insights into the company's financial performance. It explains how financial data can be analyzed to identify trends, forecast future performance, and make informed business decisions.

The document also addresses the importance of maintaining accurate financial records for tax purposes. It provides guidance on how to properly document expenses and income to ensure compliance with tax regulations and to maximize tax deductions.

Finally, the document concludes by reiterating the importance of a strong financial foundation for business growth. It encourages organizations to invest in their financial systems and to seek professional advice when needed to ensure they are on the right track.

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WOMEN'S NEWSROOM CAUCUSES**CALGARY HERALD**

Herald managing editor Crosbie Cotton established an Equal Opportunities Committee in the newsroom in 1991 to study how a Southam Newspaper Group Task Force on Women's Opportunities could be implemented.

The seven-member committee was chaired by Joanne Ramondt and included one man, support staff as well as editors and reporters and library staff.

It conducted a survey, received a number of submissions and issued a report that recommended improved training, posting of all jobs, beefed up maternity and paternity leaves, and improved accountability for managers to demonstrate to what degree they have recruited, promoted and developed women.

It also recommended that newspaper content be evaluated regularly to assess whether it is biased. This is being done by a Gender Monitoring Committee that assesses the paper weekly.

Maternity and paternity leave have been improved as a result of Herald initiative, as well as court decisions mandating that they be improved.

Publisher Kevin Peterson was asked to circulate his policy statement with respect to the recruitment and promotion of women and to report any progress. He's done that.

There has been some change in training and job postings, but progress is slower on other key areas, some of which were designed to see more women move into areas of influence.

CONTACT: Joanne Ramondt (403) 235-7552

Allyson Jeffs

Alison Mayes

Susan Mate (403) 235-7433

EDMONTON JOURNAL

The Edmonton Journal set up a task force on women's readership which met in the fall of 1991. Linda Hughes, then editor and now publisher, gave the committee the mandate to look into women's readership, find out why fewer women read the paper, what's missing for women in the paper, and make recommendations on how to make the newspaper more women-friendly.

A committee of 13 people (10 women and 3 men), headed by assistant managing editor Sheila Pratt, worked for about eight months to come up with a comprehensive report. The committee held focus groups to find out what women read and what they want to find in the paper. The committee did in-depth reports on some individual sections as well as an inventory of male-female ratio in Journal staff and management. It came up with more than 25 recommendations.

They included:

- * Get reporters to examine their sources and contacts to look for more women
- * Get editors to put more women into regular profiles and features in all sections
- * Get more women's voices on the opinion pages
- * Look at a more narrative writing style

There were also specific suggestions for each section: improve environmental coverage, do more consumer reporting, increase "news you can use" and bring in some new features for women, like workplace issues.

One working group is coming up with policy and guidelines on gender-neutral language, another has revamped the Sunday Life section to enhance our coverage of family issues, and there are others working on other recommendations.

CONTACT: Sheila Pratt (403) 498-5671

GLOBE AND MAIL

Eight or nine years ago, a few Globe women got together over beer at a local bar to talk about the paucity of women as senior managers, editorial board members, critics and bureau chiefs at the Globe. The group began to meet regularly. News of its existence grew and more staffers joined. We became known as the Femfest and moved our expanded meetings to each other's houses. We would get together on the weekend (mostly at Stevie Cameron's house), have a potluck buffet and go over the issues. Children were welcome, but mostly we came without them so as not to become distracted.

Reporters, editors, managers, secretaries, librarians and editorial assistants all came. We discussed everything from lack of child care, to pay rates, to how we covered the news. We celebrated appointments and promotions that came to women, brought in journalists from other papers who wanted to start their own caucuses, said farewell to June Callwood and others who left, then had a shower for three pregnant staffers.

That was the last femfest; we haven't met since the spring of 1991. We seem to have become too busy or sidetracked with work and life to set up regular meetings. The Globe and Mail's women's caucus is now a shared state of mind, a tacit understanding, more than anything else. Everyone talks of getting together again. Perhaps we will.

We have done little in the way of direct action, but because we are such a big group – it was not unusual for 40 or 50 women to come out – our views and concerns made their way into the offices of the powerful. And now we are in some of those offices, as foreign editor, national editor, Report on Business editor, and features editor. All these women are Femfest alumnae.

My advice? Be as inclusive as you can.

CONTACTS: Vivian Smith (416) 585-5070
Ann Rauhala (416) 585-5165

HAMILTON SPECTATOR

The Spectator's employment equity committee was formed by six women in the newsroom out of concern about the lack of women on staff and in management, and the environment that resulted from that imbalance.

Men outnumber women by five to one at the paper. Three departments, arts and entertainment, sports, and the editorial page, have no women at all.

A three-page report was filed to management in January 1992, complete with an overview of the problem, examples of what the authors saw as sexism in the newsroom, and thirteen recommendations. Those included:

- * a "her voice" column
- * a mentoring program for women
- * two women to be present at all major story meetings
- * motivational seminars for women to cope with the stresses of working in a male-dominated environment
- * a management plan to promote and hire women
- * a task force to look at the play of women's stories
- * a lifestyle writer.

The report was signed by 39 people in the newsroom who supported it. Some were critical of the fact the report was not circulated throughout the entire newsroom.

About five months later, management set up a committee which has since become known as The Group. It has been meeting weekly since July and is made of up two management, five staff and a facilitator.

Members are working through the recommendations in the Spectator report. Not many have been implemented, except the paper has hired a lifestyle writer (a man) and a "her voice" columnist. When that is completed, they plan to chip away at the Southam Task Force Report on Women's Opportunities.

CONTACT: Denise Davy (416) 526-3317

KITCHENER WATERLOO-RECORD

A committee of ten people filed the Women's Opportunities Task Force Report in September 1991, after an extensive review of problems in the building.

Questionnaires had been sent out to all employees to identify barriers to women at the Record. The report looked at issues like hiring and promotion practices for women, alternative work arrangements, and family/dependent care.

Recommendations included:

- * encouraging women to attend professional development seminars
- * setting up an informal mentor program
- * adopting a job-sharing policy
- * identifying women for future opportunities.

Since the report was filed, the task force has written a new maternity/paternity leave policy, set up alternative work arrangements, and improved the education-assistance policy.

CONTACT: Sandi Farwell (519) 894-2231

MONTREAL GAZETTE

An informal caucus was formed in the spring of 1991, following the Canadian Association of Journalists convention in Montreal. The group, which has met only sporadically since, has focused mainly on the question of merit pay. Preliminary information obtained by the group has shown that more men than women get merit pay in the newsroom, and the men who get merit pay get much more than women. The group has asked for an official sanction from the publishers, to authorize it collect information and generally operate in the newsroom. That authorization has been promised.

CONTACTS: Janet Bagnall (514) 987-2483
Julian Armstrong (514) 987-2550

OTTAWA CITIZEN

The Ottawa Citizen's Committee on Women and Minorities was founded in 1990 at the suggestion of then-editor Gord Fisher. The group, which consisted of about 15 core members from the news staff, meets irregularly outside of work hours to talk about concerns and special projects. Occasionally, we have invited a Citizen manager to answer questions or comment on studies done by the group.

In the spring of 1991, the committee released a statistical report that looked at bonus pay given to women, the newsroom record for promoting women in the past year, and the prominence of women in Citizen-run publicity campaigns. It found that women received less bonus pay than men in the same category, they got fewer of the high-profile jobs (e.g. columnists), and they were rarely profiled in the newspaper's advertising campaigns.

In subsequent meetings, committee members were assured by Citizen managers that the bonus system was being reviewed, that the Citizen was committed to the promotion of women and that women would be included in future ad campaigns. Unfortunately, we have not yet organized volunteers to conduct a statistical comparison to see if anything has really changed. We are doing a content analysis of the Citizen to find out how often female sources are quoted, to quantify how many times women feature in photographs and how many female bylines appear in the paper. This study is not yet complete, but the preliminary figures indicate that reporters do not often go to female sources, that few pictures of women appear in the paper, that male bylines outnumber female bylines and that columnists appearing in the paper are still overwhelmingly male.

CONTACTS: Susan Riley, April Lindgren, Sherri Davis-Barron,
Jane Wilson
(613) 596-3676

THE PROVINCE

At the Province newspaper, the first formal undertaking by a group of women in the newsroom came from a suggestion by then editor-in-chief Ian Haysom. He and former editorial pages editor Patricia Graham talked about the need for measuring what women thought about job opportunities and promotions at the paper.

In March 1990, a four-member women's task force was set up. The first project was to distribute a questionnaire, based on the one the Edmonton Journal used, to measure concerns that had already been expressed to task force members. The questions asked about sexual harassment, gender discrimination and the portrayal of women in the newspaper. Responses came from 37 per cent of the 171-member staff. The group made six recommendations:

- * Steps to encourage women to apply for management postings and a decision to hire women over men, all other things being equal.
- * Extra pay for women who accept permanent management positions.
- * Support from the company for educational leaves.
- * Post a sexual harassment policy (which they wrote out.)
- * Workshops for employees on sexist attitudes.
- * A committee to monitor gender content and come up with solutions.

However, there is a general feeling that little has changed in the two years since the task force first started its work. In the summer of 1992, a follow-up questionnaire was distributed to get a more accurate picture of what exactly has changed or stayed the same. So far, the results haven't been tabulated.

In terms of other activities, we don't really have a formal set-up for meetings, talks or taking stands on issues. Once or twice a year, a group of us do get together at someone's house for a potluck supper. This is very informal although we have worked the gatherings around such events as International Women's Day. There isn't a theme or a formal discussion, but inevitably we talk about work.

CONTACTS: Shelly Easton (604) 732-2957
Joey Thompson (604) 732-2030

SASKATOON STAR-PHOENIX

The Women's Coverage Working Group at the Star-Phoenix began meeting in October 1991 to discuss ways to produce a more balanced newspaper to increase their female readership.

The committee was made up of five people, two of them men, who work in the newsroom. After six months, they produced a report aimed at improving the paper's coverage for and about women.

The committee began by reviewing similar initiatives at other papers across North America. Four focus groups that included 26 women in the community were brought together to gauge what women wanted in the paper. This included readers and non-readers.

The recommendations included:

- * placing higher priority on stories about women and women's issues
- * using more female sources in stories
- * encouraging and grooming suitable women interested in management jobs
- * developing a mentor program.

As of August 1992, 13 of the 24 recommendations had been put into action or were going through the stages to do that. Although, like many papers, there is a hiring freeze at the Star-Phoenix, there are now more women in management because the paper has shifted and reassigned some jobs.

CONTACT: Sheila Robertson (306) 664-8231

TORONTO STAR

The Star has had large meetings of women in the newsroom over women's issues. In June 1990, after the Southam Task Force Report on Women's Opportunities came out, they asked Star management to react publicly to the report and to adopt Southam's policy of linking management bonuses to their hiring and promotion of women. The group has always been mainly focused on content of the newspaper and advancement of women within the newsroom.

They also recommended:

- * That a designated person review the short lists of applicants for all postings to make sure women and/or minorities are included on the lists
- * Establish an annual in-house copy-editing course
- * Include examples of sexist and racist language in the Star's copy-editing test
- * Develop a new resource/contact/expert list with a mandate to include appropriate numbers of women

The group has met with executive editor John Honderich several times to talk about concerns. Specific changes that have been made are hard to pin down, but women's issues in the newsroom have become high-profile and that's felt to have influenced hiring, promotion and content decisions. The group met with Honderich again to protest the fact that no women were assigned to cover the Gulf War. It has been dormant for about the past nine months, because of the strike, but will continue to meet in the future.

CONTACTS: Cathy Dunphy (416) 869-4852
Judy Steed

VANCOUVER SUN

An informal connection among newsroom women that had developed through parties and cafeteria lunches started getting more unified and vocal in late 1989 and 1990 to protest the newspaper's handling of several contentious events, most memorably the Montreal massacre. A formal women's task force was created when editor Ian Haysom asked in February 1991 for one to be formed, with recommendations to be made to the newsroom. The task force, a collection of about 12 interested women, finished a report in July 1991 after surveying the 200 members of the newsroom and library.

There were 14 recommendations, including:

- * Make part-time and at-home work more accessible
- * Develop a gender-neutral guide
- * Have specific courses for women in management, who seem to be the target of unrealistically high expectations by both men and women
- * Get more women in critical areas, like the newsdesk (identified as the hub of sexist remarks in the newsroom), and the editorial pages.
- * Post a mission statement affirming the paper's commitment to representing its community fairly and accurately.
- * Do a yearly report on gender balance in newspaper content and hirings, since many people have an exaggerated idea of what women are achieving in the newsroom.
- * Appoint one man and one woman specifically to carry out these recommendations.

Since then, the Sun has hired Patricia Graham to improve the paper's coverage of women and minorities. It has produced a gender-neutral language guide. It has made efforts to get more women on the newsdesk and editorial pages. The doors have been thrown wide open to part-time work and working at home. The newsroom now has a "style" bulletin board where, along with misplaced commas and bad grammar, there is also commentary on how women are described in the paper.

There haven't been any meetings of newsroom women recently (perhaps because there has been a baby boom in the newsroom), but women's issues remain a topic of newsroom conversation.

CONTACTS: Frances Bula, Val Casselton, Karen Gram, Carol
Volkart
(604) 732-2445

3

LEGAL HISTORY YOU SHOULD KNOW

This section was compiled with the help of Lorne Slotnick, of the Southern Ontario Newspaper Guild, and the Legal Education and Action Fund.

DECISIONS THAT AFFECT ALL WOMEN

Bonnie Robichaud - The Department of National Defence. A 1987 Supreme Court of Canada case that enshrined the view that an employer is liable for sexual harassment of a woman by her supervisor. Bonnie Robichaud, who worked as the lead hand on the civilian cleaning staff at Canadian Forces Base North Bay, said her foreman had made sexual advances to her and had tried to intimidate her once she refused his advances. Robichaud filed a complaint against both the foreman and the department. The Supreme Court of Canada ruled that her employer was responsible for the harassment.

"The Act is concerned with the effects of discrimination and not its causes or motivations. Only an employer can remedy undesirable effects and only an employer can provide the most important remedy, a healthy work environment. The remedial objectives of the Act would be nullified if remedies were not available against employers."

The decision prompted many employers to develop sexual harassment policies and ensures that employers who ignore complaints of harassment do so at their peril. This was confirmed in another Supreme Court decision in 1989, where the court ruled that a Winnipeg restaurant, Platy Enterprises, was responsible for the sexual harassment that one employee inflicted on some of the waitresses.

The Robichaud decision was extended by a Saskatchewan court decision in 1991 against Thessaloniki Holdings, which said that an employer is also liable for the sexual harassment by a co-worker, not just a supervisor, if the employer failed to respond to complaints from the harassed worker.

Susan Brooks et al v. Canada Safeway. A 1989 Supreme Court ruling that said that pregnant women could not be excluded from sick-pay benefits. It involved women from Safeway staff in Manitoba who were not excluded from sick pay benefits starting from the 10th week of their pregnancy. During the 17-week period until the end of their pregnancy, women were not entitled to sick pay even if their illness had nothing to do with their pregnancy.

The court said the women were victims of sex discriminations and rejected the company argument that pregnancy is a voluntary state and not an accident or sickness.

"Pregnancy, while it is not properly characterized as a sickness or an accident, is a valid health-related reason, in our society, for absence from work and as such should not have been excluded from the respondent's plan. ... Everyone in society benefits from procreation, but one of its major costs is placed, under this plan, on one group in society – pregnant women. Removal of unfair disadvantages imposed on groups in society is a key purpose of anti-discrimination legislation."

This case has been used by the unions to get full sick pay for women when a pregnant employee has complications and the employer wants her to take her maternity leave early.

Women should check human rights legislation in their own provinces, however. In B.C., for example, the B.C. Human Rights Act permits employers to discriminate in their health-insurance plans on the basis of pregnancy.

Elizabeth Symes v. Canada. Symes, a lawyer practising full-time in Toronto, challenged the tax department's decision that she could not claim the wages paid to her nanny as a business expense, using a Charter of Rights argument that it was discriminatory not to allow her to do so. The Federal Court of Canada said she should be allowed to deduct the expenses, saying that "women clearly bear the major responsibility for child rearing and should not be penalized for doing so." However, the Federal Court of Appeal reversed that decision in 1991, saying that the Income Tax Act was clearly intended to allow for child-care expenses under section 63, and that the section "favors all women and it favors more women than men. Accordingly, it could not be said that by not allowing child-care expenses to be claimed as business expenses, the Income Tax Act violates the Charter."

LEGAL DECISIONS/UNION ARBITRATIONS INVOLVING JOURNALISTS

Rosann Cashin v. CBC. Cashin's contract with the CBC was not renewed after the appointment of her husband, a well-known public figure in Newfoundland, to the board of directors of Petro-Canada. The basis for this refusal was that the local listening audience might perceive that Cashin was lacking objectivity in reporting on resource issues. Her complaint to the Canadian Human Rights Commission was dismissed, the Federal Court of Appeal reversed that decision, and Cashin's complaint was referred to a single adjudicator sitting as a Human Rights Tribunal, who found that the CBC's action constituted discrimination on the basis of marital status. The adjudicator ordered the CBC to make an offer to reinstate Cashin, to reimburse her for lost wages, and to pay her \$2,000 for hurt feelings. The CBC appealed that decision, but Cashin applied to the Federal Court of Appeal which upheld the decision of the adjudicator and noted that the CBC's decision not to employ Cashin was based on her decision to take her husband's name.

"It was held that discrimination based on an incident of marriage so intimately linked to marital status merited the protection afforded by the Act. Having based its decision on a purely subjective assessment of the public's perception of the applicant's objectivity, the CBC had failed to justify its discriminatory behavior."

Linda Powless - Hamilton Spectator. The Southern Ontario Newspaper Guild grieved after Powless, who had been covering native affairs for the Spectator, was transferred off the beat when she got engaged to marry a chief at a large local native reserve. Her husband-to-be was involved in a number of stories being covered. The Guild grieved that this was unjust discipline, and also discrimination similar to the Rosann Cashin case. The 1991 arbitration ruling said the company properly removed her from stories involving her fiance. However, it was discrimination to remove her from all native stories. She was also improperly disciplined and the company violated the contract by not considering her personal preferences when transferring her.

Sue Craig - Toronto Star. Craig, a general assignment reporter at the Toronto Star, came back from maternity leave and was given a shift that made it impossible to work and get daycare. The company would not accommodate her by giving her all day shifts. She quit, and the Guild grieved, alleging constructive dismissal, i.e. that she was forced to quit. The 1990 arbitration decision says the company did not discriminate, that it acted honestly in rejecting Craig's suggestions on how to accommodate her, but that Craig was entitled to her job back, on the company's terms, if she wanted.

Rebecca Wigod - Victoria Times-Colonist. Wigod, an editor for the Times-Colonist, wanted an extended maternity leave so she could breast-feed her baby. The Company denied it and the Guild grieved it under the general leave-of-absence provisions in the contract which allowed for leaves for "good and sufficient cause." The 1984 arbitrator's decision ruled that she was entitled to the additional year she requested.

Louise Arcand - CBC. Arcand, a host of Radio-Canada's evening news program Le Soir, was replaced in 1984 with a younger woman and she filed a \$400,000 age-discrimination suit. Both the Quebec superior court and then a Canadian Human Rights Commission arbitrator determined that CBC had discriminated against Arcand on the basis of age. In March 1986, a conciliator from the human rights commission ruled that CBC should pay Arcand \$5,000 and should re-instate her.

READINGS ON AMERICAN DECISIONS

Peggy Simpson. "The Meek Shall Not Inherit the Newsroom." The Quill. February 1990, pages 32-34.

Legal skirmishes of the 1970s that opened newsrooms wider for women.

Margaret Engel. "Women and Minorities Win a Big Victory from AP." Nieman Reports. Autumn 1988, pages 25-44.

The Associated Press, the world's largest news-gathering organization, agreed in an out-of-court settlement to pay \$2 million in back wages and to improve its hiring of women, blacks and Hispanics.

P. Buchman. "Title VII limits on discrimination against television anchorwomen on the basis of age-related appearance." Columbia Law Review, January 1985, pages 190-215.

The requirement of "youthful appearance" for TV anchorwomen constituted unlawful employment discrimination.

Pomerantz, A.P. "No film at 11: the inadequacy of legal protection and relief for sexually harassed broadcast journalists," Cardozo Arts and Entertainment Law Journal, 1989, pages 137-166.

This looks at the development of sexual harassment in the workplace, the American legal decision that made an impact on it, and the "history of sexual discrimination in the broadcast industry which has made the industry a ripe environment for claims of sexual harassment."

4.

A READING LIST

This is not meant to be a comprehensive reading list, but a window to show you what's out there. The journal articles have mainly been culled from the past two years of alternative publications and communications journals. Articles about women and media from newspapers and popular magazines haven't been included because they are relatively easy for us in the media to get. If you have trouble finding any of these, get the reference librarian at your local institution to dig them out.

A THE STRUGGLE TO THE TOP: HISTORY OF WOMEN IN JOURNALISM**Women In Mass Communication: Challenging Gender Issues**

edited by Pamela Creedon

An invaluable source book on all issues affecting women in journalism, put out by the publishers who also publish summaries of communications research. There are 18 chapters, including:

- * Changing Media History Through Women's History
 - * Feminist Perspectives on Media Law
 - * Economic Equity and the Journalistic Work force
 - * Newspapers: Is There a New Majority Defining the News
 - * Magazines: Women's Employment and Status in the Magazine Industry
 - * Radio: A Woman's Place is on the Air
 - * Television: Sex Discrimination in the TV Newsroom – Perception and Reality
 - * Strategies on Studying Women of Color in Mass Communications
 - * Women's Movement Media and Cultural Politics
- Sage Publications, Newbury Park, California, 1989.

The Quill, February 1990

A special issue on women in news. Articles include:

- * Time: As Solutions Go, A Bad One
- * We Tried a Man, But He Didn't Work Out
- * Say 'No' to Adversarial Journalism
- * She 'Fainted'; He 'Passed Out'
- * Black Females: Presumed Incompetent
- * Advice from Women Who Have Made It

Redesigning Women

Media and Values, Fall and Winter, 1989

A two-part special series on gender issues in the media. It gives a resource guide for discussion of how media images influence perceptions and expectations of women, as well as articles on women's supposed technophobia, the absence of women as newswriters and newsmakers, and hidden advertising messages.

A Place In the News

by Kay Mills

"There is a clear and current interaction between the women's movement, the presence of women on American newspapers, and the coverage of women by American newspapers. No one planned such interaction. It was not a conscious act. It is one segment of a massive social evolution, and it is the focus of the book." A thick but readable book with lots of anecdotes and nitty-gritty detail that focuses mainly on women newspaper reporters who broke the barriers during the 50s, 60s and 70s. The only one of its kind. It's fascinating to where progress has been made, what battles are still being fought over and over, and how women then solved the problems that many reporters today are still grappling with. Published 1988, Dodd, Mead & Company, New York.

Newsworthy: The Lives of Media Women
by Susan Crean

"Getting through the first barrier and filling the ranks of the profession has taken courage, strength, and, above all, endurance. But, as women are beginning to understand, this is only phase one. Breaking in and accumulating the numbers may be the easier step. For beyond lies a second barrier, a shifting barrier of subtle prejudice. And moving past the twenty percent mark may require a revolution far more radical than the one which brought women this far." Crean interviewed 100 women at the top and dug into history to produce a book with chapter titles ranging from "Gentlewomen of the Press" to "Women at the Top: Working Alone with the Male Point of View." The Canadian precedent for *A Place in the News*, with more focus on fewer characters.

The Radical Women's Press of the 1850s
by A. Russo And C. Kramarae.

A book that reprints excerpts from several radical feminist journals of the 1850s, including *The Lily*, *The Genius of Liberty*, *The Pioneer*, *Woman's Advocate*, and *Sybil*. The excerpts show a broad array of feminist concerns of the era: the battering of women; women's poverty; the domination of men in writing history; and restrictions on women's freedom, such as unhealthy norms dictating fashions. 1991, Routledge Press, New York.

Hard News: Women in Broadcast Journalism
by David Hosley and Gayle Yamada.

Exclusively deals with women broadcast journalists, beginning with Ruth Crane of WJR in Detroit in 1929 and ends with Carolyn Wean, vice-president of KPIX in San Francisco. The evolution of women broadcasters from "women's home companion" to their role in top management. There's a focus on pioneers and it looks at the issues facing broadcast women: equal pay, aging, opportunity and sexual harassment.

Women in Television News
By Judith Gelfman

Interviews with 30 successful women in television news, accompanied with personal observations. Topics included in the book are: breaking ground, background for a career, expectations of a career, being a woman in TV news, "double tokenism," career versus home life, and career guidance and advice. 1976, Columbia University Press, New York.

Abramson, P.L. "Sob sister journalism." Contributions to the Study of Mass Media and Communication, No. 23.

The main portion of the book focuses on the New York murder trial that launched the careers of the four women who became the leading sob sisters of the newspapers of the day. The author argues that sob sister journalism grew in popularity along with the female readership of newspapers and increased advertising revenues from those trying to reach women consumers. The genre had an impact on American culture in the development of advice columns, gossip sheets, movie scripts, and soap operas.

Beasley, M. "The Women's National Press Club: case study in professional aspirations." Journalism History, Winter 1988, pages 112-121.

A history of the Women's National Press Club, which existed from 1919 to 1971.

Bridge, Junior and Kathy Bonk. "Pay Gap/Power Gap Still Apparent for Media Women in USA." Gender and Mass Media Newsletter, November 1989, pages 22-24.

The first study analyzed front pages of 10 major U.S. dailies in 1989 and found that coverage of and by women was "shockingly low." A second study showed women were making very small steps toward equality on network newscasts, and a third, that women fared less well in all media in pay.

Burkhart, F.N. and Sigelman, C.K. "Byline bias? effects of gender on news-article evaluations."

Journalism Quarterly, Autumn 1990, pages 492-500.

The study suggests that the pro-male bias in the evaluation of written works is less evident than it once seemed to be. In fact, the experimental subjects displayed a pro-female bias. They were "more impressed by the trustworthiness, writing style, and accuracy of a female journalist than of a male journalist who said precisely the same things."

Emond, Ariane, Fabienne Julien, Raymonde Provencher, Gisele Tremblay, Francoise Guenette, Francine Pelletier. "Les femmes journalistes: Le pouvoir? Quel pouvoir?" Canadian Journal of Communication. September 1989, pages 82-96.

Les femmes journalistes du Québec; des interviews avec 37 parmi elles.

Schweitzer, J.C. and Miller, J. "What do newswomen cover? A first attempt to uncover subtle discrimination." Newspaper Research Journal, Spring 1991, pages 72-80.

This study analyzed the content and bylines of stories in Texas' four largest newspapers and concluded that "if there is a gender gap in story assignments, it may be narrowing." In spite of women journalists' complaints that they are experiencing a new, more subtle brand of discrimination in newsrooms, the study found no evidence of it.

Smith, Conrad, Eric S. Fredin, and Carroll Ann Ferguson. "Sex discrimination in earnings and story assignments among TV reporters." Journalism Quarterly. Spring 1988, pages 3-11.

Data from a national survey to examine the nature and extent of pay and story-assignment discrimination against female reporters at network-affiliated television stations.

Soderlund, Walter, Stuart Surlin, and Walter Romanow. "Gender in Canadian Local Television News: Anchors and Reporters." Journal of Broadcasting and Electronic Media, Spring 1989, pages 187-196.

An examination of local TV news reporting on publicly-owned and private network stations found dramatic differences in number and use of women as anchors, suggesting that "government commitment to gender equity does make a difference." Same breakthrough was not evident in respect to reporters...

Stone, Vernon A. "Pipeliness and dead ends: jobs held by minorities and women in broadcast news." Mass communications Review, 1988, pages 10-19.

The study looked at 530 U.S. commercial TV stations and 830 radio stations in 1987. Data analysis showed a key reason why so few minorities have been moving up to become news directors is that they are not in the managerial pipeline. Members of minority groups are only half as likely as whites to have managerial assignments, either top level or second level.

Wilson, Jean Gaddy. "Future Directions for Females in the Media." Communication at the Crossroads: The Gender Gap Connection, ed. by Ramona Rush and Donna Allen.

Women are increasing as percentages of employees in the media, making up one-third of the newspaper newsrooms and broadcasting stations, but there is a "women's place" in employment, as well as in coverage, and it is not in management.

Wilson, Jean Gaddy. "Only 68 Years to Go." Press Woman, January 1988, pages 1-3.

Results of an annual survey conducted by the American Society of Newspaper Editors showed that by the year 2055, women will attain levels in newspaper editorships on a par with their level in the population (53 per cent). The highest level of women's employment in 1987 was at the managing editor level (17 per cent); 11 per cent of editorial page editors were women.

B HOW THE MEDIA PORTRAYS WOMEN

Backlash, The Undeclared War Against American Women

By Susan Faludi

"For the last decade, publications from the New York Times to Vanity Fair to the Nation have issued a steady stream of indictments against the women's movement, with such headlines as WHEN FEMINISM FAILED or THE AWFUL TRUTH ABOUT WOMEN'S LIB." Media stories about the dangers of feminism aren't the only subject of Faludi's analysis of the resistance to the women's movement but they hit home the hardest for us, as reporters, because they show how easily we're suckered into spins on social-trend stories. Faludi is clearly arguing one side of the case here, and she's at her most persuasive when she talks about history of backlashes which have played on the same fears for the last 150 years. Published in 1991 by Crown Publishers, New York.

Bicycles, Bangs and Bloomers: The New Woman in the Popular Press

by Patricia Marks

The so-called "new woman" – that determined and free-wheeling figure in "rational" dress, demanding education, suffrage and a career – was a frequent target of the late nineteenth century. She invariably stood in contrast to the "womanly woman," a traditional figure bound to domestic concerns and a stereotype away from which many women were inexorably moving. This book, based on a survey of satires and caricature drawn from British and American periodicals of the 1880s and 1890s, places the popular view of the New Woman in the context of the age and explores the ways in which humor both reflected and shaped readers' perceptions of women's changing roles. The author shows that not all commentators of the period attacked the New Woman; even conservative satirists were more concerned with poverty, prostitution, and inadequate education than with defending so-called "femininity." Yet, as the influx of women into the mainstream changed social patterns, the popular press responded with humor ranging from the witty to the vituperative. 1990, University of Kentucky Press, Lexington.

Chrisler, J.C. and Levy, K.B. "The media construct a menstrual monster: a content analysis of PMS articles in the popular press." Women and Health, 1990, pages 89-104.

The authors looked at 81 articles on PMS between 1980-87. "Many of the symptoms supported the stereotype of the maladjusted women. In general, the tone of the articles was overwhelmingly negative."

Dodd, D.K. et al. "Face-ism and facial expressions of women in magazine photos." Psychological Record, Summer 1989, pages 325-331.

Looked at cover photos of men and women in Time and News Week in the years 1938, 1963, 1975, and 1983. As previous research has shown, photos of men concentrate on their faces, of women, on their bodies. As well, "women were significantly more likely than men to be photographed with their mouths open, presumably portraying less serious expressions."

Gill, D. "REAL Women and the press: an ideological alliance of convenience." Canadian Journal of Communication, September 1989, pages 1-16.

A look at how the Canadian press responded to the emergence of the anti-feminist group REAL Women. The first part of the article talks about how some aspects of the REAL Women movement were ignored by the media because they would clash with the media's liberal-capitalist values. The second part looks at what standard journalism techniques the media used to present REAL women, framing them as a legitimate opposition voice to feminism.

Goldin, Marion. "Father Times: Who's on the Op-Ed Page?" Mother Jones. January 1990, page 51.

On New York Times op-ed pages, five of the six regular columnists and 90 per cent of the outside writers were male. The Times op-ed page "perpetuates the myth that only men are the reliable experts in this society."

Greenwald, M.S. "Gender representation in newspaper business sections." *Newspaper Research Journal*, Winter 1990, pages 68-79.

A look at the subjects and bylines of business stories in 30 business section fronts from Ohio. Representation of men was overwhelming. In 180 stories, women were the main subject in only one story in Columbia; of 116 stories, women were in only 6 in Louisville.

Indra, Doreen. "The Invisible Mosaic: Women, Ethnicity and the Vancouver Press, 1905-1976." *Canadian Ethnic Studies*, 1980.

Between 1905 and 1976, Vancouver newspapers virtually omitted women from ethnic stereotypes.

Kahn, K.F. and Goldenberg, E.N. "The media: obstacle or ally of feminists?" *Annals of the American Academy of Political and Social Science*, May 1991, pages 104-113.

"It seems apparent that the early media coverage of the women's movement did not help the movement to grow. In fact, the press coverage of the women's movement – when there was any at all – was unflattering, and the movement grew despite the media. In much the same way, the media tended to treat men and women candidates differently in their campaign coverage, and this differential treatment could impede women's access to the political arena. On the other hand, the discovery of the gender gap and all the attention lavished on it by the press probably did help women in the political arena."

Kahn, K.F. and Goldenberg, E.N. "Women candidates in the news: an examination of gender differences in U.S. Senate campaign coverage." *Public Opinion Quarterly*, Summer 1991, pages 180-199.

The authors studied coverage of Senate candidates from 1982 to 1986 and concluded women candidates are treated differently. They get less news coverage, and the coverage they receive concentrates more on whether they are capable of doing the job at all than on their issue positions. The focus on viability also takes on a more negative tone than it does with male candidates.

Luebke, B.F. "Out of focus: images of women and men in newspaper photographs." *Sex Roles*, 1989, pages 121-133.

The study looked at photos used in a sample of Connecticut newspapers in one year, 1984-85. Photos of men outnumbered those of women in proportions ranging from 14 to 1 on sports pages to 1.5 to 1 on entertainment pages. On life-style pages, women outnumbered men by almost 2 to 1. Men as sports figures or professionals accounted for more than one-half of the male photos.

Schwarz, N. and Kurz, E. "What's in a picture? the impact of face-ism on trait attribution." *European Journal of Social Psychology*, July-August 1989, pages 311-316.

Previous research has shown that media tend to represent men with their faces and women with larger depictions of their bodies. This study indicated that the impact of that face-ism is to contribute to a perception of men as more competent than women. Women were more likely than men to feel that people they'd seen in facial close-ups were expressive and likable.

Trujillo, N. "Hegemonic Masculinity on the Mound: Media Representations of Nolan Ryan and American Sports Culture." *Critical Studies in Mass Communication*, September 1991, pages 290-308.

This article analyzes 300 stories about Nolan Ryan to show how he represents a "white, middle-aged, upper-class, banker-athlete, with working-class cowboy values, who was raised by a middle-class family in a small rural town, and who is a strong father and devoted heterosexual husband. For white, middle-aged, middle-class, beer-drinking scribes interested in maintaining traditional masculinity in popular sports, things 'don't get any better than this."

Wanta, W. and Leggett, D. "Gender stereotypes in wire-service sports photos." *Newspaper Research Journal*, Spring 1989, pages 105-114.

The authors looked at photos sent out by Associated Press and the photos used by eight newspapers during Wimbledon tennis finals. The wire service photos were 63 per cent men and

newspapers had a balance of about 60 per cent men, 40 per cent women in their play. "The AP photographers did not depict women in dominated or helpless positions more often than men. Sports editors, however, overselected photos of women in helpless poses from the pool of photos sent by AP."

C UNDERSTANDING OURSELVES (AND MEN)

You Just Don't Understand: Women and Men in Conversation

by Deborah Tannen

"The sociolinguistic approach I take in this book shows that many frictions arise because boys and girls grow up in what are essentially different cultures, so talk between women and men is cross-cultural communication." This is a must for every woman who's sat in on a management meeting or a conversation with the guys in the newsroom and wondered why it feels as though English is only part of the language being spoken (and you're missing the other part). Tannen sums up a lot of complicated linguistic research of the last 20 years in a very readable book with personal examples. One of the main points of her book is that women, trained to do this from childhood, use "rapport talk" where conversation is used to create bonds, stress similarities, bring the group together, flatten out hierarchies. Men, trained from childhood, tend to use "report talk"; they see conversation as only a way to convey information and establish who knows more about what. Not just a good way to understand men and women, who tend not to fall neatly into these categories in real life, but also the hidden purposes of conversation. Published in 1990 by William Morrow and Company, New York.

In a Different Voice

by Carol Gilligan

A short, fairly readable book by psychologist Carol Gilligan on the ways that women and men develop different ways of morally assessing the world. Boys and men tend to focus much more on a rules-oriented, impersonal, legalistic system that insists on rights; women seem to be more oriented towards moral judgments that take the individual situation into account and is more concentrated on responsibilities. 1982, Harvard University Press, Cambridge.

Lituchy, T.R. and Wiswall, W.J. "The role of masculine and feminine speech patterns in proposal acceptance." Management Communication Quarterly, May 1991, pages 450-465.

Previous research has shown that women with feminine speech patterns (tag questions, intensifiers, number approximations, "would you?" models) are seen as less confident, less assertive, and less believable than women with masculine speech patterns. This study showed that when men and women listened to a proposal for a new electronic game, people who used masculine speech patterns were more likely to be accepted by male listeners, but for female listeners, it doesn't matter. They are not influenced by the speech pattern used by the person making the proposal.

D WOMEN IN ORGANIZATIONAL LIFE

The Female Advantage: Women's Ways of Leading

by Sally Helgesen

"Once I realized that the days of women trying to fit into the corporate mold were over, I saw the need for a new kind of book. Not a book that would tell women what they need to learn about business, but a book about what business can learn from women; a book that would show successful women in action, and demonstrate the effect their leadership is already having on how business is done; a book that would define and reaffirm the values that women recognize as the source of their strength – values that have for too long been dismissed as signs of weakness." This is the book that, along with Judy Rosener's article on women managers in the Harvard Business

Review, epitomizes the recent trend towards looking at women as perhaps better managers than men. It owes a lot to the recent guideposts of feminist thinking, like Carol Gilligan's *In a Different Voice* and Mary Kay Belenky's *Women's Ways of Knowing*, in confirming that men and women are different because they are socialized so differently. Like the authors of those two books, Helgesen sees female differences as positive instead of the way they've been traditionally seen, as disadvantages. Her book looks at four women managers and how they use female skills to be good leaders. What are those female skills? An ability to listen, a desire to create consensus, a tendency to empower people at lower levels in the organization. An exciting book if you think women are different but better; a utopian one if you think that women are not that different from men once they've got power in their hands. Published in 1990 by Doubleday, New York.

Prendre sa place

sous la direction de Irene Lépine et Carolle Sismard

Ce livre offre des perspectives, informées par la recherche récente, sur les dimensions de l'insertion et de la promotion des femmes dans les univers organisationnels. *Prendre sa place* est un livre optimiste parce qu'il nous démontre que les femmes, malgré les difficultés, ont apprivoisé le monde des organisations et qu'elles y sont pour y rester. 1992, Editions Agence d'Arc, Montréal.

Women and Men of the Corporation

by Rosabeth Moss Kanter

A landmark work published in 1977 that looked at why women and men have different management styles. Kanter concluded that, contrary to the popular belief that women were naturally petty and controlling, women were forced into those characteristics because they were stuck in middle management positions with no power. Anyone in that position, where you're required to carry out commands from above but have no real power to do anything, becomes over-controlling and rules-oriented, she said. Kanter also studied what happens to women (or anyone) when they're a minority in organizations. In spite of anything they might do, they tend to get stereotyped rather than being seen as individuals. For women, the stereotypes they are assigned are: seductress, kid sister, Mom, and Iron Maiden. The dominant group, when confronted with a minority, also tends to exaggerate its characteristics once it becomes apparent to its members that these characteristics are not shared by everyone but belong to their group only. (Hence, an increase in "guys club" behavior when even one woman comes into the group.) Once women reach a certain percentage within a dominant group, however, they can start to turn to each other for support and they begin to attain individual status. 1977, Basic Books, New York.

The New Partnership: Women and Men in Organizations

by Nina Colwill

Colwill, a former University of Manitoba professor, gives a good, clear account of current research about who has power and why, the differences between how men and women use the power bases they have, and explanations about how we misunderstand research about "masculine" and "feminine" tendencies. 1982, Mayfield Publishing Company, Palo Alto.

Giasson, Francine et Marie-Françoise Marchis-Mouren. "Le leadership au féminin; et si c'était du leadership." Gestion, Septembre 1991, pages 81-90.

Une étude des femmes gestionnaires au Québec basée sur les idées courantes de Rosener, qui estime que les femmes ont un style féminin de leadership. L'étude montre que les femmes au Québec aussi s'attache à "une image maternelle qui nous paraît être l'une des principales caractéristiques typiquement féminines du leadership des sujets de notre recherche."

Rosener, Judy. "Ways Women Lead." Harvard Business Review, December 1990.

A four-page article that set off a bomb in management-studies circles. Rosener surveyed women and men executives and concluded that women had a different management style that was more "transformational," compared to the "transactional" masculine management styles. She said women tended to empower people who worked for them, favor a team approach, and use an interactive

tended to empower people who worked for them, favor a team approach, and use an interactive kind of management. Rosener speculated that women did this partly because of their socialization, where girls learn to collaborate, but also because these women had probably started their careers either as volunteers or in powerless middle-management positions where they had to learn to use persuasive techniques to get things done.

E ESSENTIAL REFERENCE BOOKS

A Good Day to be Female? A Three-Year Overview of Sexism in Canadian Newspapers.

MediaWatch's 1992 analysis of newspaper content, bylines and sexism.

Adjusting the Image: Women and Canadian Broadcasting

An 80-page summary of key events and issues concerning women and broadcasting from 1979 to the present. Includes bibliographies of relevant briefs, reports and legislation. Published by MediaWatch.

Ajustons l'image: Les femmes et la radio-diffusion canadienne

Un résumé des questions et des événements concernant les femmes et la radiodiffusion. Publié par Évaluation-Médias.

Directory of Associations

Put out annually by Micromedia, this book has more than two pages of listings of women's organizations across Canada, from Construction Trades Women to Friends of Bag Ladies.

Images of Women: Report of the Task Force on Sex-Role Stereotyping

The Canadian Radio-television and Telecommunications Commission's first look, in 1982, at sex-role stereotyping.

Making a World of Difference: A Directory of Women in Canada Specializing in Global Issues

The directory gives in-depth profiles of 250 women across Canada with expertise on issues of development, environment, peace and social justice. A more extensive database to complement this is being developed at the Canadian Research Institute for the Advancement of Women, 408-151 Slater Street, Ottawa, K1P 5H3. The directory is published by the Women's Directory Project, the Canadian Council for International Co-operation, Ottawa, 1990. It's distributed by University of Toronto Press, 5201 Dufferin Street, Downsview, Ontario, M3H 5T8.

Media Directory of Women

A list of women experts on different topics in all regions of Canada. Also includes a bibliography at the back with clues on more places to go to find lists of women experts. Published by MediaWatch

Sexism in Canadian Newspapers

A 1990 study that looks at a day in the life of 15 Canadian newspapers. The number of male and female bylines, the references to men and women, and instances of sexist language. Published by MediaWatch.

Sex-Role Stereotyping in the Broadcast Media: A Report on Industry Self-Regulation.

A 1986 Canadian Radio-Television and Telecommunications Commission report on the progress made in Canada in the three years since publication of a report critical of the images of women in the media. Included are the CRTC, CBC, Canadian Association of Broadcasters, stations and networks, and the advertising industry.

The portrayal of gender in Canadian television advertising; In Canadian radio advertising; In Canadian television programming; In Canadian radio programming

Four reports published in 1990 by the Canadian Radio-television and Telecommunications Commission. They showed that fewer women than men appear in almost all areas of Canadian broadcasting, that the imbalance in the numbers of men and women occurs almost entirely among people between 35 and 65 and that where gender differences appear, they are almost without exception manifested in traditionally male or female roles.

Women In Mass Communication: An International Annotated Bibliography

by John Lent

A comprehensive listing of every article and book put out on women in the media internationally from the turn of the century until 1990. Also includes listings of international women's media organizations and newsletters, women's media, and media watchdog groups. Greenwood Press, Westport, Connecticut, 1991.

Women In Canada

A report put out by Statistics Canada that focuses on women, including statistics on childcare, common-law living arrangements, the status of women in minority groups, women and the justice system, women's health habits. Call 1-800-267-6677 to get information on buying it.

The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting. The second part outlines the specific procedures and controls that should be implemented to ensure the integrity of the data. This includes regular audits, internal reviews, and the use of secure information systems. The document concludes by stating that these measures are essential for the long-term success and sustainability of the organization.

The following table provides a detailed breakdown of the financial data for the reporting period. It includes columns for various categories such as revenue, expenses, and net income. The data shows a steady increase in revenue over the period, which is attributed to the successful implementation of the new marketing strategy. However, there has been a corresponding increase in operating expenses, primarily due to the investment in research and development. The overall result is a positive net income, indicating that the organization is profitable and well-positioned for future growth.

In addition to the financial data, the document also provides a comprehensive overview of the organization's operational performance. This includes a review of key performance indicators (KPIs) such as customer satisfaction, employee productivity, and operational efficiency. The analysis shows that the organization has made significant progress in several areas, particularly in improving customer service and streamlining internal processes. However, there are still some challenges that need to be addressed, such as the need for further training and development of the workforce. The document concludes with a set of recommendations for the future, focusing on continued innovation and operational excellence.

The document also includes a section on the organization's environmental and social responsibilities. It details the various initiatives and programs that have been implemented to reduce the organization's carbon footprint and promote social equity. These include the adoption of renewable energy sources, the implementation of waste reduction programs, and the establishment of community support funds. The organization is committed to these values and will continue to work towards achieving its sustainability goals. The document concludes by stating that these efforts are not only beneficial for the environment and society but also contribute to the organization's long-term success and reputation.

The final part of the document provides a summary of the key findings and conclusions. It reiterates the importance of the financial and operational data presented and highlights the main achievements and challenges. The document also includes a list of appendices, which contain additional information and data that support the main text. These include detailed financial statements, operational reports, and supporting documents. The document is intended to provide a comprehensive and transparent overview of the organization's performance and to serve as a valuable resource for all stakeholders.

The document is prepared in accordance with the relevant accounting standards and regulations. It is subject to external audit and review. The management of the organization is responsible for the accuracy and completeness of the information presented. The document is available to all stakeholders upon request. The organization is committed to providing high-quality information and to maintaining the highest standards of transparency and accountability. The document concludes with a statement of appreciation for the support and cooperation of all stakeholders.

5 INTERNATIONAL WOMEN'S MEDIA ORGANIZATIONS

Ad Lib. Sydney: The Coming Out Show, Australian Broadcasting Corporation. Newsletter of a group of ABC women fighting against discriminatory language and imagery in broadcasting.

AFFIRM (Alliance for Fair Images and Representation in the Media). Central body through which women can channel their complaints. Issues Women's Media Action Bulletin, c/o Women's Arts Alliance, 10 Cambridge Terrace News, London NW1, England.

American Women in Radio and Television. Produces newsletters 10 times a year. 1321 Connecticut Ave. N.W., Washington D.C. 20036.

Centre for Development of Instructional Technology. Indian development group experimenting in media alternatives; has a program of activities called "Women and Media in Development." D-1 Soami Nagar, New Delhi, India.

Cine Mujer. Organization of Colombian professional women who make films to promote different images of women. Started in 1979. Apartado Aereo 275B, Bogota, Colombia.

Coming Out Newsletter. Publishing by Australian Women's Broadcasting Cooperative. ABC Radio, GPO Box 994, Sydney, NSW 2001, Australia.

Deutscher Frauenrat. A German women's council that has worked for better presentation and representation of women in the media. Augustastrasse 42, D-5300 Bonn-Bad Godesberg, 1, Germany.

Federation of Africa Media Women Newsletter. Marare, Zimbabwe. Quarterly which shares news and information about developments within mass media and women's roles in them.

National Federation of Press Women. Produces directory and newsletter. NFPW, Box 99, Blue Springs, Missouri 64015.

National Women and Media Collection, University of Missouri. Documents the roles women have played in media fields. Women in Media Research, School of Journalism, University of Missouri, Columbia, Missouri 65205.

The Depthnews Women's Features Syndicate. Manila: Press Foundation of Asia. Network of independent women journalists, organized in 1979, to cover non-traditional women's issues.

Women in Media. Group of women working in media in Britain; established in 1970. Works for fairer images of women in media and more and better jobs in media. 22 Torbay Road, London NW6 England.

Women's Institute for Freedom of the Press. Founded in 1972 as research and publishing organization of women concerned with reordering mass media to be in all peoples' hands, not just those of a few wealthy, male media owners. Publishes annual media directory concerning women, monthly media report to women.

World Association of Women Journalists and Writers. This international group, with a Canadian chapter in Montreal, looks at women's treatment by the media. It published a survey in 1978, *How the Press Treats Women*, and organizes annual conferences, study trips, and seminars. It has members in France, Italy, the Netherlands, Great Britain, Asia, and Israel. Contact Mireille Lemelin, (514) 939-3202, for information

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Adams, Leslie
United Church TV
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Adolph, Carolyn
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Aird, Elizabeth
Vancouver Sun
604/732-2127

Airst, Lisa
CBC - Disability
Network
416/975-2830

Allnut, Alan
Montreal Gazette
514/987-2503

Anderson, Bridgitte
CKWX Vancouver
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Anonsen, Maureen
CBC St John's
709/737-4216

Anthony, Lorraine
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613/738-6370

Armstrong, Carla
CFRA
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Armstrong-O'Brien
Julian
Montreal Gazette
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Arnold, Tom
Edmonton Journal
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CTV Canada AM
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Aubin, Suzanne
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Austin, Edie
Montreal Gazette
514/987-2439

Ayed, Nahlah
The Manitoban
204/474-8293

B

Bagnall, Janet
Montreal Gazette
514/987-2483

Bagshaw, Helen
CBC Radio Sports
416/975-6182

Balcom, Susan
Vancouver Sun
604/948-0716

Baldwin, Carol
Burlington Post
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Barde, Barbara
Toronto Women in Film
and Television
416/594-0059

Bartlett, Sandra
CBC Radio
416/975-6200

Bastien, Francine
Radio-Canada
Le Point
514/597-7815

Bateman, Barbra
Ottawa Sun
613/739-7000

Bates, Wanita
Ottawa Citizen
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Beattie, John
CJOH
613/224-1313

Beauchamp, France
University of Ottawa

Beaulieu, Phyllis
Montreal Gazette
514/987-2610

Belanger, Nicole
CBC
514/597-4411

Bell, Pat
Ottawa Citizen
613/596-3698

Benoit, Avril
CBC Montreal
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Bergen, Lisa
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Binder, Sarah
CP Montreal
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Bindman, Stephen
Southam News
613/236-0491

Bird, Heather
Ottawa Sun
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Bishop, Gloria
CBC
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Black, Debra
Toronto Star
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Blair, Kathy
Cobourg Daily Star
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Blake, Suzanne
CBC Radio Sports
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Boase, Sharon
Hamilton Spectator
416/336-6909

Bobak, Laura
Pembroke Observer
613/732-3691

Bohuslawsky, Maria
Ottawa Citizen
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Bokma, Anne
Thomson
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Bongers, Agnes
Hamilton Spectator
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Booth, Karen
Edmonton Journal
403/429-5200

Bomais, Marie-France
Journal de Quebec
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Boser, Val
CBC Calgary
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Boyle, Nancy
CBC Radio Toronto
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Bradford, Ariana
University of Western
Ontario

Bradnam, Sue
London Free Press
519/667-4509

Brown, Marcia
Canadian Advisory
Council on the Status
of Women
613/992-6839

Brown, Sandra
Government of
Canada/Training and
Development

Bryan, Anne
Fergus Elora News
Express
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Ottawa Citizen
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Bula, Frances
Vancouver Sun
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Burgess, Beth
Ottawa Citizen
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Burnside, Sharon
Ottawa Citizen
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C

Cadorette, Jeanne

Calamai, Mary
Southam News
613/236-0491

Calamai, Peter
Ottawa Citizen
613/596-3678

Callwood, June
Globe & Mail
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Carty, Katherine
CBC Montreal
514/285-3875

Carey, Maureen
Toronto Sun
416/585-5314

Carlin, Vince
Canadian Journalism
Foundation
416/777-2856

Carr, Gail
CBC The National
416/975-7120

Carson, Catherine
Edmonton Journal
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Carter, Jean
CBC Halifax
902/420-4344

Case, Andria
Global Television
Network
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Chamberlain,
Stephanie
Ottawa Sun
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Montreal Gazette
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Chang, Susan
CBC Montreal
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Charles, Shelley

Chatigny, Elaine
CBC Ottawa
613/598-3451

Chevigny, Suzanne
Office National du Film
514/283-9390

Chin, Doris
CBC Charlottetown
902/368-9447

Chisholm, Elspeth
Freelance

Chodan, Lucinda
Montreal Gazette
514/987-2460

Clancy, Mary
Liberal Critic - Women's
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Cockburn, Lyn
Vancouver Province
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Coghill, Kim
The Projector
204/632-2479

Cohen, Lynne

Colling, Janet
University of Western
Ontario

Connell, Helen
London Free Press
519/667-4529

Coomey, Marion
Ryerson Polytech
416/979-5000

Cooper, Patricia
University of Western
Ontario

Cooper, Nancy
CBC Ottawa
613/724-5023

Cooper, Glenys
University of Western
Ontario

Corkery, Jackie
CBC Montreal
514/597-5311

Cornale, Regis
CBC Charlottetown
902/368-9485

Coutts, Jane
Globe & Mail
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Cozac, Jocelyn
CBC Yellowknife

Crook, Barbara
Vancouver Sun
604/732-2122

Cuthbert, Wendy
Humbert College

Cutler, Frances
CBC Ottawa
613/738-6350

D

D'Arcy, Jan
National Film Board
613/996-7929

Daly, Rita
Toronto Star
416/869-4453

Danard, Susan
Freelance

Danard, Joan
Globe & Mail
416/585-5334

Danese, Roseann
Windsor Star
519/256-5533

Darling, Sara
Yukon News
403/667-6285

David, Marie
CKHQ Kahnésatake
514/479-8321

David, Teresa
Cornwall Island
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David, Valerie
CKHQ Kahnésatake
514/479-8321

Davidson, Barbara
Kitchener Waterloo-
Record
519/894-2231

Davis-Barron, Sherri
Ottawa Citizen
613/596-3664

Davy, Denise
Hamilton Spectator
416/526-3317

Dearing, Ramona
CBC St. John's
709/737-4122

Delonghi, Greta
Guelph Tribune
519/763-3333

Desjardins, Lynn
Freelance

Devorski, Mary
CHML/CKDS
416/521-2700

Downey, Fiona
CBC Montreal
514/597-6397

Dowson, Anne
CBC Montreal
613/597-6300

Doyle, Mary
University of Western
Ontario
519/661-3383

Doyon, Helen
Secretary of State
Women's Program
613/726-2148

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CFRU
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CBC Newsworld
Ottawa
613/724-5505

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The Low Down to Hull
and Back
819/459-3831

Duguay, Denise
Winnipeg Sun
204/788-3217

Dunn, Deanna
Toronto Star/
Eye Weekly
416/971-8421

Dunn, Kate
Montreal Gazette
514/987-2496

Dunphy, Cathy
Toronto Star
416/869-4852

Durham, Alyce
Freelance
416/637-7429

Durnford, Mega
Concordia University

Dyer, Trish
CBC Ottawa

E

Eadie, Alexandra
Globe & Mail
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Eagan, Trudy
Toronto Sun
416/947-3244

Easton, Shelly
Vancouver Province
604/732-2057

Elliott, Julia
Ottawa Citizen
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Elrington, Susan
CBC Montreal
514/597-6300

Emmerson, Gail Ann
Laurentian University

Engel, Cynthia

Eskin, Esther
CBC National Radio
News
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Evans-Wright, Janet
CBC Ottawa
613/724-5091

F

Fagan, Laurie
CBC Radio Ottawa
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Fenton, Jane
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Fevrier, Marilyn
Energy, Mines and
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Fisher, Laura
Bishop Macdonald
High School

Flaherty, Elaine
Southam News Halifax
902/453-5493

Flanagan-McCarthy,
Karen
CBC Ottawa
613/598-3438

Flood, Eileen
Montreal Gazette
514/987-2222

Ford, Catherine
Calgary Herald
403/235-7519

Fouillard, Camille
Concordia University
Journalism Department
514/288-9890

Foy, Jane
Jane Foy
Communications Inc.
613/798-0981

Fragomeni, Carmela
Burlington Spectator
416/336-6957

Fralic, Shelley
Vancouver Sun
604/732-2170

Franklin, Havoc
CBC Winnipeg
204/788-3092

Fraser, Joan
Montreal Gazette
514/987-2222

Freeman, Barbara
Carleton University
613/788-7438

Frere, Eileen
CBC Radio Regina
306/347-9686

Funk, Sandi
Original Women's
Network
204/942-2711

G

Gabriel, Sharole
Freelance
705/737-1017

Gagnon-Gravelle, Julie
Ontario Municipal
Board

Galante, Anna-Maria
Halifax Chronicle-
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902/426-2811

Gallagher, Beth
Kitchener-Waterloo
Record
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Garceau, Becky
Ottawa Sun
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MediaWatch
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Grin, Gayle
Montreal Gazette
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Guggi, Ros
Ottawa Citizen
613/596-3508

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Belleville Intelligencer
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Gutschi, Monica
Kitchener-Waterloo
Record
519/894-2331

Gyapong, Deborah
CBC Newsworld
613/724-5508

H

Hamilton, Dawn
Carleton University

Handy, Mary Jane
Southam Newspaper
Group
416/442-2938

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University of Western
Ontario

Harris-Adler, Rosa
Ottawa Magazine

Hass, Janis
CBC Ottawa
613/724-5319

Hatje, Barbel
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CBC Ottawa
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Heckman, Dale
National Radio
Producers Association
416/597-6772

Herman, Deanna
Saskatoon Star-
Phoenix
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Hill, Sharon
Windsor Star
519/326-4861

Hogan, Sharon
Correctional Service of
Canada
613/545-8686

Hogarth, Meg
MediaWatch
416/408-2065

Holley-Him, Anne
Loyalist College
613/969-1913 Ext. 381

Horibe, Kathryn
Freelance

Hornby, Lois
Pembroke Observer
613/3691

Hossie, Linda
Globe & Mail
416/585-5267

Hueston, Heather
Halifax Chronicle-
Herald
902/426-3061

Hughes, Linda
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403/429-5500

Hunt, Kathleen

Hunt, Lisa
Brockville Recorder &
Times
613/342-4441

Hunter, Lori
Take Pride Winnipeg
204/772-6922

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Haliburton County
Echo
705/457-1037

Husser, Erica
CJOR Osoyoos
604/495-7226

Hynes, Mary
CBC Inside Track

I

Ingram, Tanja
CKAP Radio
Kapuskasung
705/335-5800

J

Jackson, Rosa
Edmonton Journal
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Jacobs, Lori
CKRK Kahnawake
514/638-1313

Janssen, Eva
Pembroke Observer
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Jarvis, Anne
Windsor Star
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Jefts, Allyson
Calgary Herald
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Jenkins, Anne
Global Television

Jessop, Deborah
Windsor Star
519/255-5711 EX672

Jimenez, Marina
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CKNW Vancouver
604/684-1616

Johnson, Kate
Freelance

Jones, Deborah
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CBC Winnipeg
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Jongeneel, Suzanne
613/943-1727

Junaid, Adiat
CBC St. John's
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K

Kainz, Alana
Ottawa Citizen
613/596-3664

Kalbfuss, Elisabeth
Montreal Gazette
514/987-2222

Kalinowski, Teresa
London Free Press
519/667-4548

Kassenaar, Lisa
Saturday Night
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Kavanagh, Yardley
Universite de Montreal
514/445-1918

Keating, Clare
CFRU Guelph
(519) 824-4120

Kelso, Carolyn
CBC Ottawa
613/724-5034

Kennedy, Janice
Ottawa Citizen
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Khan, Andrea
University of Western
Ontario

Kilkenny, Carmel
CBC Metro Media
514-597-1700

Kimber, Janet
Loyalist College

Kines, Bonnie
Freelance

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Ottawa Citizen
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Freelance

Komulainen, Shaney
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L

Lafaury, Marie
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CKNM Yellowknife
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Lalonde, Michelle
Montreal Gazette
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Lamey, Mary
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Landry, Sue
St. Petersburg Times
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Landsberg, Michele
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Ottawa Citizen
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Lannan, Anne
Ontario Community
Newspapers Assn.
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Ledrew, Terry
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Sherbrooke Record
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Leung, Annette
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Levin, Mark
Broadcast News
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University of Western
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La Presse, Ottawa
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University of Western
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M

Macdonald, Moira
University of Western
Ontario
519/661-3378

Macdonald, Vivian
Toronto Star
416/869-4300

MacGregor, Cynthia
Freelance

MacKinnon, Donna
Jean
Toronto Star
416/869-4851

MacPhee, Joyce
Nortext
FAX 613/727-6910

Mahli, Paramjit
Freelance
604/263-7713

Mahoney, Jeff
Burlington Spectator
416/336-6955

Mallett, Kathy
Original Women's
Network
204/942-2711

Mangiacasale, Angela
Ottawa Citizen
613/596-3704

Mangone, Rose
National Film Board
416/973-9094

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Ottawa Sun
613/739-5112

Marcinkowski, Michelle
Freelance

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Martens, Kathleen
Brandon Sun
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Masak, Ingrid
Toronto Sun
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May, Gary
Londeon Free Press
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Mazusky, Julia
514/626-2475

McCabe, Aileen
Southam News
613/236-0491

McCall, Christina

McDiarmid, Margo
CBC Ottawa
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McDuff, Johanne
Radio-Canada Ottawa
613/598-3475

McFarland, Janet
Financial Post
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McGillivray, Don
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McGuire, Mary
Carleton University
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McIveen, Claire
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McKercher, Catherine
Carleton University
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McKim, Mary
CBC St. John's
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McKnight, Sandra
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McLellan, Wendy
Vancouver Province
604/732-2061

McMahon, Eleanor
CLHIA
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McQueen, Trina
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Montreal Gazette
514/987-2226

Mielewczyk, Anita
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Miller, Jacque
Ottawa Citizen
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Mitchell, Penny
Horizons Magazine
204/774-6225

Mitchell, Catherine
Winnipeg Free Press

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Money, Janet
Freelance

Monteiro, Liz
Kitchener-Waterloo
Record
519/894-2231

Moore, Lynn
Montreal Gazette
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More, Lauren
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Morris, Normi
Freelance

Mort, Cynda
St. Petersburg Times
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Muir, Shirley
CBC Winnipeg
204/788-3667

Murphy, Anne
London Free Press
519/679-0230

Murphy, Ann
CBC St. John's
709/737-4122

N

Nabert, Heidi

Neberzahl, Donna
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Neil, Janie
TV Ontario
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London Free Press
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Nicholson, Sarah
CBC Ottawa

Nobleman, Cathy
CBC Ottawa
613/724-5366

Nolan, Caroline
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416/596-2434

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Nyman Ink
416/651-4885

O

O'Hara, Jane
Ottawa Sun
613/739-70000

O'Hara, Kathryn
CBC Radio

O'Leary, Theresa
CBC Montreal
514/597-6300

Off, Carol
CBC Montreal
514/597-6300

Oke, Susan
CKHQ Kahnésatake
514/479-8321

P

Page, Joanne
Kingston Whig-
Standard

Page, Shelley
Ottawa Citizen
613/596-3696

Parker, Cheryl
Vancouver Sun
604/732-2169

Parkes, Debbie
Montreal Gazette
514/987-2597

Paschal, Carol
Artemis Consultants
613/235-6901

Payne, Elizabeth
Ottawa Citizen
613/596-3664

Peirol, Paulette
Kingston Whig-
Standard
613/544-5000

Pelletier, Jacqueline
TV Ontario
613/748-0173

Pemberton, Kim
Vancouver Sun
604/732-2144

Petermann, Elaine
Carleton Place High
School
613/257-2720

Petzold, Sheila
CBC Ottawa
613/724-5118

Phillips, Carol
Hamilton This Month
416/522-6117

Pigott, Catherine
CBC Toronto
416/975-6072

Pindera, Loreen
CBC Montreal
514/987-6300

Pittaway, Kim
Freelance
416/972-0763

Platt, Phyllis
CBC Toronto
416/205-7136

Pow, Effie
Freelance
604/683-1150

Powless, Linda
CBC Toronto
416/975-5945

Pratt, Sheila
Edmonton Journal
403/498-5671

Pridham, Karen
Owen Sound Sun
Times
519/376-2250

Purdey, Cheryl
Edmonton Journal
403/429-5200

Purves, Jane
Halifax Chronicle-
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902/426-2811

Q

Quattrin, Linda
Winnipeg Free Press
204/697-7000

R

Ramondt, Joanne
Calgary Herald
403/235-6599

Ramsay, Laura
Freelance
416/648-8375

Rauhala, Ann
Globe & Mail
416/585-5225

Reber, Susanne
CBC National
416/975-6200

Rhoades, Judy-Lynne
Global Television

Richards, Tony
CODE
613/232-3569

Riley, Susan
Ottawa Citizen
613/596-3664

Ritchie, Sally
Toronto Star
416/222-2544

Rittinger, Carolyn
Kitchener-Waterloo
Record
519/894-2231

Robertson, Karen
Carleton University

Robertson, Gail
Windsor Star
519/256-5533

Robertson, Sheila
ISI Media Services
613/749-5444

Robertson, Sheila
Saskatoon Star-
Phoenix
306/664-8231

Robillard, Sylvia
Radio-Canada Ottawa
613/598-3479

Rosati, Lucy
Why Not Productions
613/724-5328

Ross, Elsie
Calgary Herald
403/235-7553

Roston, Margo
Ottawa Citizen
613/596-3664

Rushowy, Kris

Russell, Linda
CBC Ottawa
613/598-3469

Ryan, Carolyn
Kingston Whig-
Standard
613/530-4126

Ryane, Helene
Ryane Consulting Inc.

S

Sacheli, Sarah
Windsor Star
519/255-5743

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Standard
613/530-4126

Sanders, Doreen
University of Western
Ontario
519/673-3089

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Carleton University
613/788-7404

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CBC Ottawa
613/724-5314

Sawczenko, Lucie
Global Television

Schachter, Harvey
Kingston Whig-
Standard
613/544-5000

Shwartz, Susan
Montreal Gazette
514/987-2222

Scofield, Kirsten
Co-op Radio
Vancouver
604/684-8494

Scullion, Erin
Canadian Wildlife
Federation
613/721-2286

Seputis, Jasmine
CBC Goose Bay
709/896-2911

Sharzer, Shirley
Southern Newspaper
Group
613/596-3503

Shaw, Cathy
Halifax Chronicle-
Herald
902/426-2811

Shaw, Kathryn
CBC Charlottetown
902/368-9409

Shears, Mary Deanne
Toronto Star
416/869-4404

Shein, Elaine
Western Producer
306/665-3541

Sheppard, Mary
CBC Radio
416/975-6223

Simard, Monique
CJMS Montreal

Simone, Rose
Kitchener-Waterloo
Record
519/894-2231

Small, Stephanie
Carleton University

Smith, Marilyn
CBC Radio
416/975-6224

Smith, Vivian
Globe & Mail
416/585-5070

Speirs, Rosemary
Toronto Star

Spencer, Vernon, Diane
Ryerson Polytech
416/777-9208

Stambuck, Dennis
CBC Ottawa
613/724-5177

Stead, Hilary
Guelph Mercury
519/822-4310

Steeves, Michele
Hamilton Spectator
416/526-3272

Stephenson, George
Winnipeg Sun
204/632-2737

Stern, Natalie
Ottawa School of
Speech

Stewart-Patterson
David
CTV Canada AM
416/609-7374

Struthers, Julianna
Brockville Recorder &
Times
613/342-4441

Swartz, Gilda
Canadian Living
Magazine
416/482-8600

Sword, Pamela
Halifax Chronicle-
Herald
902/426-3900

Syed, Bilal
Daily Nawaityaq
613/342-4441

T

Taber, Jane
Ottawa Citizen
613/596-3664

Tallyn, Lisa
Georgetown
Independent
416/632-4444

Taylor, Louisa
Ottawa Citizen
613/596-3664

Taylor, Monique
Humber College

Teichroeb, Ruth
Winnipeg Free Press
204/943-9331

Thomas, Charlene
Toronto Sun
416/947-3244

Thompson, Elizabeth
Montreal Gazette
514/987-2486

Thompson, Catherine
Kitchener-Waterloo
Record
416/325-7855

Thompson, Rosemary
CBC Montreal
514/597-6385

Thorbes, Clare
CBC Ottawa

Tindal, Mardi
Vision TV
416/366-9221

Toughill, Kelly
Toronto Star
1-800-268-9756

Toupin, Jacqueline
CBC Ottawa
613/598-3468

Travers, Jim
Ottawa Citizen
613/596-3664

Trudel, Charlotte
Universite Laval
418/877-9328

Tuffin, Lois
Runge Newspapers
Inc.
613/256-2167

Tumbull, Barbara
Toronto Star
416/869-4300

V

Van Es, Rose
University of Windsor
519/253-4232

Van Luven, Lynn
Carleton University
613/788-7435

Van Wageningen, Ellen
Windsor Star
519/256-5533

Varrin, Barbara
Access
403/451-7272

Vartanian, Talin
CBC As It Happens
416/926-3805

Vaze, Bagashree
Carleton University

Vlieg-Paquette, Janet
Edmonton Journal
403/498-5687

Volkart, Carol
Vancouver Sun
604/732-2445

Voyageur, Edna
Radio-Canada Nord
Quebec
514/597-4368

W

Wadden, Marie
CBC St. John's
709/737-4214

Wallace, Catherine
Montreal Gazette
514/987-2595

Wallin, Pamela
CBC Prime Time News

Walton, Carolyn
Freelance

Warburton, Steve
Edmonton Journal
403/429-5371

Warden, Kathryn
Saskatoon Star
Phoenix
306/664-8231

Weese, Anthea
Loyalist College
613/969-1913

Wente, Margaret
Report on Business
416/585-5129

Weston, Marilyn
CFCF Montreal
514/273-6311

White, Susan
Loyalist College
513/969-1913 EX287

White, Vicki
Brantford Expositor
519/756-2020

Whitehead, Joan
Toronto Sun
416/947-3244

Whitlock, Christine
C.J. Productions
416/429-5396

Whittington, Les
Southam News
613/236-0491

Wickett, Martha
NOW Newspapers
504/525-6306

Wilkinson, Barbara
Edmonton Journal
403/429-5396

Williamson, Linda
Ottawa Sun
613/739-5112

Willison, Joan
Kingston Whig-
Standard
613/544-5000

Wineland, Silvia
Rogers Cable
Television
416/446-6609

Wong, Jan
Globe & Mail

Wong, Janet
University of Manitoba
204/474-6520

Wright Howard, Anne
CBC Radio
416/205-6266

Y

Yates, Elizabeth
Niagara Falls Review
416/358-5711

Yates, Rhea
Northern Native
Broadcasting
403/668-6629

Z

Zajc, Lydia
Bloomberg Business
News
613/594-9535

Zaman, Sadia
Vision TV
416/868-1599

Zerbasias, Antonia
Toronto Star
514/982-3382

Zosky, Brenda
Concordia University
Journalism Department
514/848-2468

