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PROFILE OF WOMEN ACCOUNTANTS, 1968:

A Study of Employment, Earnings, Education, and Demography

The author draws some conclusions about the status of women accountants and reasonable prospects for their future in the accounting profession based upon recently gathered statistical data.

By Dr. Marie E. Dubke, CPA
Memphis, Tennessee

The Accounting Careers Council, whose members have spent countless hours talking with high school students at Career Information Days, indicates that four questions are repeatedly asked by young people considering a career. These are (not necessarily in order of their importance):

- (1) What salary can I expect?
- (2) What kind of education will I need?
- (3) What are the opportunities for advancement in this career?
- (4) If I select this career, what kind of life will I lead?

The federal government gathers information concerning various careers. Its 1960 census figures list 80,483 women and 396,343 men as "accountants and auditors."¹ However, in most of its income studies, accountants and accounting clerks are grouped together. Therefore, these data about accountants are distorted by inclusion of information about clerical-employees—those who have limited responsibilities. As a result, its picture of the professional accountant is obscure.

Survey and Response

At present there exist in the United States two accounting societies for professional women. Both restrict membership to those who, by virtue of experience, position, or educational background are duly qualified to call them-

selves accountants. Each of these women is equipped to handle a full set of accounting records, and to prepare and analyze both financial statements and special reports for management. These two organizations, the American Society of Women Accountants and the American Woman's Society of Certified Public Accountants, jointly surveyed their membership in December 1967 and January 1968. The returned questionnaires present a comprehensive picture of a broad cross-section of American women accountants. On the other hand, in the statistical sense it is not a fully representative sample of the population because it excludes completely women accountants who belong to no professional accounting organization for women only.

Questionnaires controlled by number at National Headquarters Office of the two Societies were mailed to the 4331 members. Control numbers enabled a second request mailing to those not responding within about five weeks. In total, 3093 questionnaires containing sufficient information for classification were returned. This represents 71.4% of the group surveyed.

Definitions

Respondents were requested to indicate either full-time or part-time employment. Full-time was defined as more than 35 hours per week. Respondents also were requested to indicate whether their present duties would be classified as accounting related or non-accounting related.

"Annual earnings" was carefully defined. The designers of the questionnaire wanted to deter-

¹U. S., Bureau of the Census, United States Department of Commerce, *United States Census of Population 1960, United States Summary* (Washington: U. S. Government Printing Office, 1963), Table 201, page 1-522.



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Besides teaching, Dr. Dubke is the immediate past president of the American Woman's Society of Certified Public Accountants, is a Michigan CPA and holds memberships in numerous professional organizations in addition to AICPA, AWSCPA and ASWA. Dr. Dubke's work experience includes participation on the professional staffs of local and international accounting firms in Buffalo and Detroit.

mine, insofar as possible, the annual earnings from professional accounting services. They wished to exclude earnings from dividends, rents, interest, capital gains, inheritances, etc.

In the questionnaire, "annual earnings" was defined as salaries and adjusted gross business income only. (Adjusted gross business income under the Internal Revenue Code is gross business income, less allowable deductions which are attributable to the business carried on by the taxpayer.) The respondents were requested specifically to exclude from their questionnaire answers earnings from dividends, rents and interest.

The majority of the questionnaires were returned in the first three months of 1968. From January 1968 to January 1969 the consumer prices for city wage earnings and clerical workers increased more than 4.6%.² This inflationary trend affected both prices and wages, and preliminary forecasts indicate it will continue during the first quarter of 1969.

In accounting, average yearly starting salaries offered men with Bachelor degrees increased \$420.00 from 1968 to 1969.³ When starting salaries in any field increase, there is a natural pressure or squeeze on salaries paid to employees with seniority. It is logical to assume, then, that income data reported in this study are lower than the 1969 earnings for those surveyed. Because of these inflationary pressures, most employee respondents have received upward adjustments to keep their salaries competitive while self-employed respondents have increased their hourly billing rates to clients.⁴

Employment and Earnings

Although 3093 responses were received, not every respondent answered every question. Therefore, in some of the accompanying tables, the number of responses is a lesser sum. Of the 3093, slightly more than 83% were employed in full-time accounting related work; more than 4% were employed in non-accounting related work and 6.3% were employed part-time. (See Table 1.)

TABLE 1--NUMBER AND PERCENTAGE OF RESPONDENTS BY PRESENT EMPLOYMENT SITUATION

Present Employment	Number	%
Full-Time		
Accounting Related	2573	83.2%
Non-Accounting Related	136	4.4
Part-Time	196	6.3
Students	7	.2
Unemployed	32	1.1
Retired	149	4.8
	<u>3093</u>	<u>100.0%</u>

In the questionnaire, eleven categories of income were indicated. The lowest category was under \$4,000 of income as defined above.

The highest category was over \$30,000. Questionnaires were analyzed to obtain income patterns for those in full-time accounting related employment, in full-time non-accounting related employment and in part-time employment. (See Table 2.)

TABLE 2--INCOME¹ BY MAIN CATEGORIES

Annual Earnings	Full-Time		Part-Time
	Accounting Related	Non-Accounting Related	
Under 4,001	1.1%	1.5%	59.6% ^{**}
4,001 - 5,000	3.9	5.3	12.2
5,001 - 6,000	11.2	9.0	5.3
6,001 - 8,000	29.8*	21.8	11.7
8,001 - 10,000	24.9 ⁺	23.3 ⁺⁺	5.9
10,001 - 12,000	13.8	18.8	3.2
12,001 - 15,000	8.3	13.5	.5
15,001 - 20,000	4.1	2.2	1.6
20,001 - 25,000	1.7	3.8	0
25,001 - 30,000	.6	0	0
Over 30,000	.6	.8	0
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Total Respondents	2562	133	188

¹Salaries plus adjusted gross income, but excluding dividends, rents, and interest

*Mode ⁺Median

As would be expected, earnings for part-time employed were low. Note, however, that ten individuals or 5.3% of the part-time respondents had income exceeding \$10,000. Both mode⁵ and median⁶ for respondents in non-accounting related employment are in the \$8-\$10 thousand bracket. The median for accounting related respondents falls in the same category, while the mode is at the \$6-\$8 thousand level.

It is apparent from Table 2 that some respondents in non-accounting related employment must hold responsible administrative positions, since 39.1% as compared with 29.1% in accounting related employment earn salaries exceeding \$10,000.

Education

The questionnaire also inquired as to the highest level of education of the respondents.

²U. S., Bureau of Labor Statistics, "Consumer Prices," *Federal Reserve Bulletin*, (March, 1969), page A64.

³Ruth G. Schaeffer, "The Trend is Up in College Recruiting," *The Conference Board Record*, VI (February, 1969), page 58.

⁴In the United States, average personal income for non-farm workers increased 2.3% from the second quarter to the third quarter of 1968 alone, according to U. S. Department of Commerce, Office of Business Economics, *Survey of Current Business*, Vol. 49, (January, 1969), page 37.

⁵The mode is the one group of income groups which contains the highest number of respondents.

⁶The median is the middle value in a set of data arranged in an orderly fashion. Example: there were 2562 individuals reporting full-time accounting related employment. The middle numbers, 1281 + 1282 fall in the \$8-\$10 thousand group. There were 1280 individuals reporting income in this group and the four lower groups. There were 1280 individuals reporting income in this group and all higher groups.

TABLE 3--HIGHEST LEVEL OF EDUCATION

Education	Full-Time		Part-Time
	Accounting Related	Non-Accounting Related	
Less Than High School	2.5%	.8%	8.6%
High School Graduate	28.2	24.6	40.3*
Attended College	34.9**	32.0**	17.8*
College Graduate	27.1	23.8	11.8
Post College Graduate	7.3	18.8	21.5
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Total Respondents	2546	122	186
*Mode	+Median		

TABLE 4--EDUCATION BY AGE GROUP

Education	Under 31	31-40	41-50	51-60	Over 60
Less Than High School	.7%	1.5%	.5%	2.9%	11.3%
High School Graduate	4.0	20.2	29.4	33.8	30.6
Attended College	15.5	30.9*	37.5**	39.4**	36.7**
College Graduate	69.3**	38.4*	23.8	17.9	15.8
Post College Graduate	10.5	9.0	8.8	6.0	5.6
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Total Respondents	277	401	966	950	373
*Mode	+Median				

These data are reported in Table 3. Medians for all three types of employment fall in the attended college group. The modes for full-time workers, both accounting and non-accounting related, fall in the attended college classification. However, the greatest number of individuals among the part-time employed reported high school graduation as their highest level of education.

Table 4 shows highest level of education by age group. From national trends concerning education it is no surprise to find that the younger people in the survey who have had far greater opportunities to attend college report a higher level of education. The percentage in each group with post college graduate work increases progressively as one reads from the oldest age group back to the youngest. The same trend is evident along the college graduate line.

Most surprising is the fact that the modes for the three older age groups are on the attended college level. Respondents in the over 60 age group were born prior to 1908. Assuming normal patterns they would have been in high school in the 20's. In 1929-30 only 29%⁷ of the total population had high school degrees; as late as 1946 only 22% of the 18-21 year olds were enrolled in institutions of higher education.⁸ This leads to speculation that many in these age groups, recognizing the importance

of continued education, may have attended college in more recent years.

The modes for the two younger groups shift to the college graduate category which is to be expected, since these women were graduated from high school after World War II. During this period the percentage of 17 year olds who were graduated from high school increased steadily from 47.9% in 1945-6 to 75.0% in 1965-6.⁹ The percentage of 18-21 year olds enrolled in institutions of higher education increased to 43.9% in 1964.¹⁰

Although education apparently affects the earning ability of accountants, note that success is not limited to those who have attended col-

⁷U. S., Department of Health, Education, and Welfare, Office of Education, *Biennial Survey of Education in the United States*, chapters on Statistical Summary of Education; and unpublished data available in the Office of Education, as reproduced in U. S., Department of Health, Education, and Welfare, *Digest of Educational Statistics: 1967* (Washington: U. S. Government Printing Office, 1967), Table 66, page 52.

⁸U. S., Department of Health, Education and Welfare, Office of Education, circulars on *Opening (Fall) Enrollment in Higher Education*; and U. S., Department of Commerce, Bureau of the Census, *Current Population Reports, Series P-25* as reproduced in U. S., Department of Health, Education, and Welfare, *Digest of Educational Statistics: 1965* (Washington: U. S. Government Printing Office, 1965), Table 51, page 53.

⁹*Digest of Educational Statistics: 1967, op. cit.*

¹⁰*Digest of Educational Statistics: 1965, op. cit.*

lege. (See Table 5). In every educational group, individuals earn \$25-\$30 thousand and over \$30 thousand.

If income increased directly with education, the percentages of the total group earning these highest salaries would increase as one reads from left to right. While this trend does not hold for the top two income categories, at the five other levels above \$8-\$10 thousand the trend is evident. The median point on the income scale increased from \$6-\$8 thousand for the first two education levels to \$8-\$10 thousand for those who had done college work, and to \$10-\$12 thousand for post college graduates. The data indicates, therefore, that education is one of several factors determining annual earnings.

Geographical Location

Earnings are also affected by geographical location.¹¹ (No table is presented here, but this data is available from the author.) There are but two geographical areas in which no respondent reported full-time income over \$25,000. These two are the New England and the Mountain Areas.

The mode is in the \$6-\$8 thousand level for each geographical area except the West South Central and the New England Areas where \$8-\$10 thousand incomes were reported most often. Highest salaries, percentage wise, are reported by respondents in the Mid-Atlantic Area where 4.8% reported income in excess of \$20,000. The percentage was 3.6% in the South Atlantic, and 3.5% in the Pacific Area, while in the West South Central Area the percentage was 3.4%. Lowest percentages of respondents earning above \$20,000 income were reported in New England and the East South Central Areas.

More than one half of the respondents employed part-time reported income in the low-

est income category (under \$4,000). There are three geographical areas, however, where more than one half of the respondents indicated earnings greater than \$4,000 per year. These areas are the South Atlantic, West South Central and Mountain. From the information on the questionnaire it is impossible to speculate why earnings are higher in these areas; either wages could be higher or more of the respondents could work a greater number of hours during the year than respondents in the other areas.¹²

The most interesting statistic from the survey may be that three respondents working part-time (less than 35 hours per week) earn salaries between \$15 and \$20 thousand per year in the East North Central and Pacific Areas.

Employment Categories

There is wide choice of job opportunity for the trained accountant. The questionnaire listed occupational groups in Education, Industrial

¹¹Geographical regions used in the questionnaire are those identified in the National Register of Scientific and Technical Personnel, except that the questionnaire groups Alaska and Hawaii with the Pacific states instead of separately. Mid Atlantic includes N. Y., Pa., N. J.; East North Central includes Wis., Mich., Ill., Ind., Ohio.; East South Central includes Ky., Tenn., Ala., Miss.; West North Central includes N. Dak., S. Dak., Minn., Nebr., Iowa, Kans., Mo.; West South Central includes Okla., Ark., Tex., La; Pacific States includes Wash., Oregon, Calif., Alaska and Hawaii. The questionnaire also listed New England, South Atlantic, Mountain, Canadian and Foreign as geographical areas.

¹²Government statistics support the fact that regional differences exist. Although the U. S. average personal income for non-farm workers increased 2.3% from the second quarter to the third quarter of 1968, "Personal income in the 50 States rose 2½ percent from the 1st quarter of 1968 to the second. Gains in five regions (New England, South East, Mideast, Plains and the Far West) varied little from the national average. However, in the Rocky Mountain and Southwest regions income spurted 4 percent, and in the Great Lakes the gain was less than 1½ percent." U. S., Department of Commerce, Office of Business Economics, *Survey of Current Business*, Vol. 48, (October, 1968), page 17.

TABLE 5--ANNUAL EARNINGS¹ BY HIGHEST EDUCATIONAL LEVEL
Full-Time Accounting Related Employment

Dollars	Less Than High School	High School Graduate	Attended College	College Graduate	Post College Graduate
Under 4,001	3.1%	1.1%	1.4%	.7%	.5%
4,001 - 5,000	6.2	6.8	3.5	1.9	1.1
5,001 - 6,000	20.0	16.5	13.0	5.1	2.2
6,001 - 8,000	32.3**	38.2**	31.5*	24.1	10.2
8,001 - 10,000	16.9	20.6	24.5*	28.6**	31.2*
10,001 - 12,000	10.8	8.5	13.0	18.1	23.1*
12,001 - 15,000	6.2	4.9	7.5	11.0	16.1
15,001 - 20,000	1.5	2.2	2.6	7.0	9.1
20,001 - 25,000	0	.8	1.7	2.3	3.2
25,001 - 30,000	1.5	.3	.3	.8	2.2
Over 30,000	1.5	.1	1.0	.4	1.1
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
% of 2546 Respondents	2.5%	28.2%	34.9%	27.1%	7.3%

¹Salaries plus adjusted gross income, but excluding dividends, rents and interest

*Mode **Median

TABLE 6--DISTRIBUTION BY FULL-TIME EMPLOYMENT

<u>Type of Employment</u>	<u>Accounting Related</u>	<u>Non-Accounting Related</u>
Accounting Practice		
Own CPA Firm	3.8%	0 %
Partner - CPA Firm	3.2	0
Staff Employee - CPA Firm	16.3	0
Other Employee - CPA Firm	1.5	.8
Own Practice - Non-CPA Firm	4.2	0
Employee - Non-CPA Firm	4.1	0
Education		
High School Teaching	.4	9.4
Business College Teaching	.2	.0
College Teaching	2.3	4.7
Administration	1.7	8.7
Other	.1	2.4
Industrial & Commercial		
Manufacturing & Processing	16.5	15.0
Wholesale & Retail Trade	12.7	10.2
Transportation, Communication, Electric, Gas & Sanitary Services	2.9	2.4
Financial, Insurance & Real Estate	6.9	21.2
Contract Construction	4.8	0
Service (Hotel, Medical, Legal, Amusement, etc.)	9.3	13.4
Government		
Federal	5.1	5.5
State	2.0	2.4
Local	1.9	3.9
International	.1	0
	<u>100.0%</u>	<u>100.0%</u>
Total Respondents	2526	127

and Commercial, Government, and Accounting (Public) Practice areas.

Six choices were provided in the public practice area because 796 or 25.7% of the 3093 were Certified, Registered, or Licensed Public Accountants or Chartered Accountants (of Canada). Five categories were provided in the educational area.

For Industrial and Commercial employers the Standard Industrial Classifications were used; four sub-categories were provided for Government workers. Table 6 indicates percentage of respondents by types of employment for those working full-time in accounting related and non-accounting related fields.

In non-accounting related employment, the largest number of respondents is in the Industrial and Commercial fields; the Education field has the second largest number. The Contract Construction area offers excellent opportunities in accounting related work but there is little opportunity in non-accounting related positions. Conversely, in Financial, Insurance, and Real Estate firms, there is a greater opportunity in non-accounting related positions.

Department of Labor statistics are available for the number of women employees in 1967 (latest year available).¹³ Percentages of women employed in each category of the Industrial and Commercial section to the total women employed were compared with comparable percentages for respondents in the survey.

In two categories (Financial, Insurance, and Real Estate; and Contract Construction), percentages were far higher than the government

percentages, (in the first category for both accounting related and non-accounting related groups.) For the accounting related group only, in two categories (Manufacturing and Processing; Transportation, Communication, Electric, Gas, and Sanitation Services) percentages for respondents were somewhat higher than comparable government percentages. These comparisons indicate that an especially high percentage of women employed in these areas are either accountants or have an accounting background.

Table 7 classifies annual earnings by type of employment. Only the five major classifications (Public Practice-CPA; Public Practice-Non-CPA; Education; Industrial and Commercial; and Government) are listed. *Mapping Your Future*, the career pamphlet of AWSCPA and ASWA contains tables showing annual earnings for each of the 21 separate categories for full-time accounting related employment.¹⁴

Highest salaries in the survey were reported by women who are partners in or have their own accounting practices (both CPA and non-CPA firms), those in Manufacturing and Processing firms, and in Contract Construction.

Medians and modes for earnings in CPA

¹³U. S., Bureau of Labor Statistics, Department of Labor, *Handbook of Labor Statistics: Bulletin #1600, 1968* (Washington: U. S. Government Printing Office, 1968), Table 38, page 77.

¹⁴Copies of the 20 page pamphlet, *MAPPING YOUR FUTURE*, are available from AWSCPA-ASWA National Headquarters, (see page 1 of this magazine) at 15¢ per copy. The revised pamphlet will be available after October 1, 1969.

TABLE 7--ANNUAL EARNINGS¹ BY TYPE
OF FULL-TIME ACCOUNTING RELATED EMPLOYMENT

Dollars	Accounting Practice		Education	Industrial and Commercial		Government
	CPA	Non-CPA				
Under 4,001	1.1%	2.4%	0%	.8%	1.3%	
4,001 - 5,000	2.4	10.5	1.7	4.2	1.3	
5,001 - 6,000	9.7	14.7	5.2	13.1	4.3	
6,001 - 8,000	24.6	36.2**	11.3	34.7**	18.3	
8,001 - 10,000	25.7**	18.6	32.2**	23.3	35.2**	
10,001 - 12,000	14.4	6.2	27.0	12.3	19.6	
12,001 - 15,000	10.0	8.1	13.9	6.2	14.3	
15,001 - 20,000	6.5	.5	7.0	3.2	4.8	
20,001 - 25,000	3.0	1.4	1.7	1.3	.9	
25,001 - 30,000	1.0	.5	0	.6	0	
Over 30,000	1.6	.9	0	.3	0	
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	
Total Respondents	630	210	115	1341	230	

¹Salaries plus adjusted gross income, but excluding dividends, rents and interest
*Mode +Median

firms, in Education, and in Government are one level higher than in Non-CPA or Industrial and Commercial firms. Since Table 5 indicated that earnings tend to increase with the level of education, this is not surprising. Higher degrees of education are required for employment by educational institutions, and both CPA firms and the Federal Government have for many years tended to recruit the majority of their employees on college campuses.

Demography—Earnings by Age

Annual earnings analyzed by age group are shown in Table 8. While the mode for those under 31 is \$8-\$10 thousand (one salary level higher than the mode for all other age groups), higher salaries are reported by greater percentages of each age group as age increases.

Those earning more than \$15,000 as a percentage of the total age group increase through the 51-60 age group. While there is a drop in the percentage of over 60 earning over \$15,000, this group still contains the highest percentage of respondents earning over \$30,000. The over 60 age group also has the highest percentage earning \$6,000 or less. This may be because the over 60 age group contains the highest per-

centage of those with less than high school education. (See Table 4.) A contributing factor may also be that these individuals are being relieved of responsibilities and perhaps work less overtime as they approach retirement.

In the under 31 age group, a very high percentage of respondents earn \$8-\$12 thousand. This age group contains the highest percentage of college graduates. (See Table 4.) However, those in this age group have had less time to gain experience which would qualify them for highest paying positions. Only 1.5% earn over \$15,000, a far smaller percentage than in any other age group.

Demography—Marriage and Children

One question which is ever-present in the minds of female students, though rarely asked, concerns the possibility of combining marriage and a particular career choice. Only about 35% of the 3030 respondents who answered these questions are single.

In accounting related full-time and part-time employed groups, those married plus those widowed exceeds 50%. In these two categories and in the full-time non-accounting related group, those "ever married" range from 58% to

TABLE 8--ANNUAL EARNINGS¹ BY AGE

Dollars	Under 31	31-40	41-50	51-60	Over 60
Under 4,001	4.1%	6.2%	3.9%	2.6%	14.1%
4,001 - 5,000	4.9	2.6	4.6	5.2	4.4
5,001 - 6,000	12.0	8.7	9.4	12.1	11.9
6,001 - 8,000	25.9	28.8**	29.7**	27.9*	26.9**
8,001 - 10,000	34.2**	26.5	21.3	23.5*	17.5
10,001 - 12,000	14.7	12.1	15.4	11.6	12.2
12,001 - 15,000	2.7	9.8	8.5	9.1	6.5
15,001 - 20,000	.4	3.1	4.5	4.6	3.7
20,001 - 25,000	1.1	1.8	1.6	1.8	1.9
25,001 - 30,000	0	.2	.6	.8	0
Over 30,000	0	.2	.5	.8	0
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
% of 2856 Respondents	9.3%	13.6%	33.1%	32.8%	11.2%

¹Salaries plus adjusted gross income, but excluding dividends, rents and interest
*Mode +Median

TABLE 9--MARITAL STATUS BY AGE

Marital Status	Total	Under 31	31-40	41-50	51-60	Over 60
Single	35.5%	43.7%	31.8%	35.0%	33.2%	40.8%
Married* no children	27.2	37.5	24.5	23.7	30.0	24.4
Married* with children	37.3	18.8	43.7	41.3	36.8	34.8
	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>	<u>100.0%</u>
Total Respondents	2985	277	400	970	956	382

*Married is defined as ever married--of the total "married" group, approximately 19% are divorced/separated and 16% are widowed.

83%. In addition, over 42% of those surveyed report success in combining marriage and a part- or full-time job.

An accounting career need not preclude marriage, and accounting training and preparation is a good "security" measure for any young girl. Nearly 10% of both the full-time and the part-time respondents are widowed.

Table 9 analyzes marital status by age rather than by type of employment. In the under 31 group more of the respondents were either married with no children or single. The over 60 age group, however, contains the highest percentage of respondents who are single. This may indicate that those without family responsibilities tend to remain in professional societies longer than the ever marrieds. In the three age groups, 31-40, 41-50, 51-60, there are more married respondents with children than in the other two categories. Once children are a little older, the married woman apparently finds more time for her professional endeavors.

Motherhood seems to be no deterrent to an accounting career. The 1925 ever married respondents report a total of 2293 children. In the under 31 age group, there is a disproportionately smaller percentage who have children. This may reflect the fact that many under 31 with children who do work do not affiliate with professional organizations because of time pressures. Except for this skewing of the data, percentages in the various age groups, whether single or ever married, with children or without, tend to be not significantly different.

These same conclusions are supported by Table 10 which shows employment category of mothers by age of their children. More than one-half as many mothers work part-time as

work in full-time accounting related work. Yet the full-time employed group is over 13 times as large as the part-time employed group. (See Table 1.)

The number of mothers with children in each age group does not change appreciably for part-time working mothers; yet the number of mothers with children in each age group grows in a geometric fashion for those mothers in full-time employment.

In the retired and unemployed categories, the number of mothers with children under 6 is large proportionate to total respondents in these categories. It is evident that these retired and unemployed respondents intend to re-enter the labor market at a future date when their children are older. Otherwise, they would rarely remain actively affiliated with a professional organization. The age of these mothers could hardly be in the above 60 age category.

Conclusions

The conclusions drawn from the questionnaires are as follows:

- (1) There is opportunity for women in accounting work in virtually every area of the economy; as owners or employees in public accounting, in teaching, in every major area of industry and commerce and in all areas of governmental activity.
- (2) Starting salaries have improved. Those under 30 tend, as a group, to have higher salaries than older workers. On the other hand, top salaries are earned by a greater percentage of workers in the 41-60 age groups.

(Concluded on page 19)

TABLE 10--EMPLOYMENT CATEGORY OF MOTHERS¹
BY AGE OF CHILDREN

Employment Category	Number of Mothers whose child(ren) is (are)			
	Under 6	6-12	13-18	Over 18
Full-Time				
Accounting Related	72	155	261	695
Non-Accounting Related	5	9	11	32
Part-Time	38	43	23	52
Retired	8	2	2	13
Unemployed	8	7	4	4
Student	0	1	1	0
	<u>131</u>	<u>217</u>	<u>302</u>	<u>796</u>

¹Total Mothers, 1113, some of whom have children in more than one age category

"THE ART OF DECISION-MAKING," Joseph D. Cooper, Doubleday & Company, Inc., Garden City, New York, 1961, 387 pages.

The emphasis in management today on decision making is reflected in the plentitude of literature on the subject. Most of that literature, however, emphasizes the quantitative aspects of decision making—the application of mathematics and statistics with the aid of a computer.

Joseph Cooper, on the other hand, has taken a refreshingly different approach to decision making. He emphasizes the qualitative—the human and behavioral aspects—as well as the impact of mature business judgment gained from experience. In other words, he talks about the kind of decision making that cannot be reduced to a mathematical formula, with details fed into a computer, and an answer (some would call it a decision) provided in the printout. Rather he is concerned with decisions that require the application of human judgment to the situation, the kind of decisions which are not routine but individual or perhaps even unique.

The book is fascinating reading since it is a look at the way man's mind works when confronted with problem solving in a variety of situations. Written in layman's terms, it is easily readable. The many examples of business decisions and their background add considerable interest. The book might also be termed a "how to do it" book; that is, it should provide the reader with a great deal of help in improving his decision-making abilities.

Dr. Bernadine Meyer
Duquesne University

PROFILE

(Continued from page 11)

- (3) There is ample evidence that accounting and marriage, with or without children, can be successfully combined. Some, but not all, women accountants retire or go

to part-time work during the years when their children are under 12.

- (4) There is some difference in earnings by geographical location, but women have been successful in earning top salaries in virtually every area of the United States and Canada.
- (5) The younger respondents have more formal education than those in the three higher age groups, although a surprising percentage of respondents in every age group have some college work.
- (6) Earnings are higher for the majority of workers in CPA firms, Education, and Government employment. However, highest salaries are received by those who are partners or proprietors of their own Accounting Practices and those in certain Industrial and Commercial firms. In Education and Government, there are very few top salaries.

The American Institute of CPAs indicates that there is a growing need for accountants for every area. The greatest need may be for teachers of accounting. With the growth of junior and senior colleges, accountants with Ph.D.s, needed for senior and graduate level teaching, are in tight supply.

A Northwestern University survey indicates that there is, in 1969, a gap of some \$45.00 a month between salaries offered women with Bachelor degrees and those offered men.¹⁵ On the other hand, since the passage in 1964 of Civil Rights legislation which forbids discrimination in hiring practices, more recruiters interviewing at colleges and universities have been actively seeking women accounting students.

From this recent survey of 3093 women accountants, conclusions are that salaries are at a level which will encourage women to enter the accounting profession, that employment opportunities are many, and that progress can be expected for women in the accounting profession.

¹⁵Schaeffer, *op. cit.*, page 58.

ANNUAL MEETING AMERICAN SOCIETY OF WOMEN ACCOUNTANTS

In accordance with ARTICLE XI, Section 1, of the National Bylaws of the American Society of Women Accountants, notice is hereby provided that the 29th Annual Meeting of the Society will be held in conjunction with that of the American Woman's Society of Certified Public Accountants at the Beverly Hilton Hotel, Los Angeles, California, October 1-4, 1969. The Annual Business Meeting of the American Society of Women Accountants has been called for 9:00 a.m., Friday, October 3, 1969.

Marjorie M. Becker
National Secretary, 1968-1969