



UNFINISHED BUSINESS:

Women in the Silicon Valley Economy

A P R I L 2 0 0 1

“ The new economy offers the opportunity to shape work to fit our lives, rather than our lives to fit our work. We would be mad to miss this chance.

- Creating family supports, such as child and elder care, is as fundamental to the new economy infrastructure as fiber optic cable and fast computers.
- In many ways our mindsets, practices, and institutions remain locked in the industrial age. It's like trying to add jet engines to a propeller plane. Instead, we must redesign the plane.
- Technology offers tremendous flexibility in how we can integrate a number of aspects in our lives. New technology even allows us to watch our children from our monitors, and at the same time we have the flexibility to work from our homes.
- These days, people don't have time to go someplace else; we need to bring things into the workplace that will help them develop as full people.
- It is important, but not enough, to get women into leadership positions. We must get all of us—men and women—working on the big issues together.

”

WOMEN OF SILICON VALLEY

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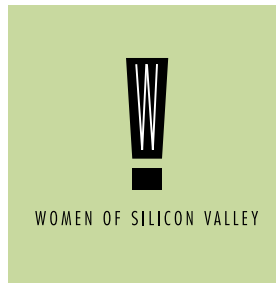
We also acknowledge some people whose “big ideas” influenced this project. Sally Helgesen, for her concepts of the “twin revolutions” and women as “everyday revolutionaries” in the workplace. Helen Wilkinson, for her compelling argument about the importance of caretaking and family to the new economy. Randy Komisar, for his leadership on the “whole life plan.”



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Women of Silicon Valley

is a regional collaboration about the changing role of women in the Silicon Valley economy and community. The project promotes social innovation to achieve the promise of the new economy.

www.womenofsv.org

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WE ARE...

...A group of 50 regional leaders from a variety of backgrounds and disciplines, ranging from civic organizations to *Fortune* 500 companies, who care deeply about the future of Silicon Valley as a world-class economy and as a successful community.

WE BELIEVE...

...That now is an important time in Silicon Valley's history to take stock. The last decade has brought fundamental change to our economy. We are global, fast moving, and networked. We have new work opportunities, conditions, and requirements for success.



...That with the supergrowth of the last five years subsiding, the time has come to focus on creating a Silicon Valley that is built to last, where our companies, our community, and our most shining asset—our people—can thrive for the long term.



...That Silicon Valley has the potential to realize—but has not yet done so—the upside promise of the new economy: to improve the quality of life and work for everyone.



...That right now, the region is in a transition to a new kind of economy and society. Companies, the community, and people are reacting to economic and social change.

Women of Silicon Valley Is About Leaders Getting in Front of Change

To us, the key question is, “How can we respond proactively to change, so that Silicon Valley becomes a place for an enriching personal and business life while continuing to drive a thriving economy for itself, the state, the country, and the world?”

Although our region stands preeminent in economic innovation, we believe we must now lead in social innovation. Silicon Valley should be a place that leverages innovative spirit and skills to develop the new mind-sets, practices, and institutions that help ensure that the economic change can improve the quality of everyone's lives. As global pioneers of much of what

makes the “new economy” new, we have not only an opportunity but a responsibility to our region and others globally to lead on social innovation. *This is our “unfinished business.”*

Women of Silicon Valley Project

This report tells the story of women in Silicon Valley's changing economy. It describes the significant progress that has occurred in women's economic participation, the unrelenting pressures, and the missed opportunities for women to participate more fully. It also identifies the shared challenges created by women's changing role. It ends with a vision of the promise of the new economy—a desired future for Silicon Valley that is economically vital, socially innovative, and sustainable—and outlines six commitments necessary to achieve the vision.

THE STORY BELOW...

...Is our collective story—a research product we have co-created as participants, observers, and stewards of Silicon Valley. The report is based on a new survey—the largest-ever public survey of women in Silicon Valley—in addition to existing research, interviews, and our collective observations and experiences.

WE HOPE...

...That you find the perspectives, findings, and data thought- and action-provoking.



...That our work raises as many interesting questions as it answers.



...That you will engage with this material and use it in many ways—to celebrate achievements, to prompt discussions, to spur change.

Advisory Group
Women of Silicon Valley

A P R I L 2 0 0 1

We chose this topic for several reasons:

- We care deeply about creating a society that benefits from the talents, passions, and contributions of all its people, including women of all ages, cultures, and backgrounds.
- We believe that a key challenge is to integrate both women and men into professional, private, and community spheres. Women are playing a critical role in transforming and reconnecting these spheres.
- We believe that progress will not happen without good information about what is working and what is not. There has been a dearth of factual information about women in the Silicon Valley economy.

- We believe what development research internationally has shown: When societies make life better for women, life becomes better for everyone.

We want to use our research results to drive a regional and national conversation about needed social innovation in the changing economy.

About the Survey

Women of Silicon Valley sponsored a phone survey of a random sample of 826 women ages 21 to 61 who live in the Silicon Valley region (see regional definition below). The survey was conducted in November 2000 by Field Research and was offered in English and Spanish. Slightly more than 6% of the completed interviews were conducted in Spanish.

Field Research conducted limited weighting of the survey results to ensure that the age and ethnic demographics of the surveyed population matched those projected in the actual population by the California Department of Finance. For a copy of the survey instrument, including overall results, see www.womenofsv.org.

In addition to fielding the survey, the research team compiled quantitative data from secondary sources and conducted more than 75 interviews.

SNAPSHOT OF SURVEY RESPONDENTS	
Age	21–40 (52% “Gen X”) 41–61 (48% “Baby Boomers”)
Education	20% graduate/professional degree 34% college degree 21% technical school/some college 25% high-school diploma or less
Ethnicity	52% White 22% Hispanic 21% Asian/Pacific Islander 4% African American 1% other
Place of Birth	36% in California 30% in other U.S. states 34% outside the U.S.
Household	69% married 22% single 9% living with a partner

Definition of Silicon Valley

The Women of Silicon Valley project adopted the geographic definition of Silicon Valley used by Joint Venture: Silicon Valley in its annual *Index of Silicon Valley: Measuring Progress Toward the Goals of Silicon Valley 2010* (www.jointventure.org). Joint Venture defines Silicon Valley as Santa Clara County plus the adjacent parts of San Mateo, Alameda, and Santa Cruz counties.

For a ZIP-code based definition of this region, see Appendix A.

All data reflect this definition of Silicon Valley, except where noted.

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1 INTRODUCTION: **Silicon Valley Has a New Economy, but the Region Is in Transition**

This new economy—with new competitive realities for organizations and new work arrangements for people—does more than affect business life; changes affect the government, non-profit, and education sectors and are permeating all aspects of daily life. These changes are prevalent in other regions, but especially so in Silicon Valley—which has the highest productivity and concentration of technology workers and firms of any region in America.

The story of women in Silicon Valley today is one of unmistakable progress, but also one of unrelenting pressures and untapped potential. Women have more options than ever before to earn a living and contribute through the workplace. But women are struggling with real pressures that impede their ability to participate and advance. Women's full potential to contribute to the economy and the region is as yet untapped. And women's significant, permanent shift from unpaid home and community work to paid employment brings new challenges about how to care for families and community in the new economy.

As a whole, the situation reflects the fact that Silicon Valley is a region in transition. The economy has changed fundamentally, and women are in the workforce in large numbers. People, companies, and communities are clearly reacting to change; they are improvising on a daily basis. But we have gone partway. We have not yet transformed and realigned our workplaces, our communities, and ourselves fundamentally to these new realities.

We can finish the business of transition and realize the full upside potential of economic change to improve all people's lives.

2 PROGRESS: **Women Have Made Unmistakable Progress**

Women's Workforce Participation Is a Fact

- The participation of women in the Silicon Valley workforce is nearly universal. Fully 86% of women ages 21 to 61 either are employed (73%) or intend to enter the workforce in the next two years (13%). Some 80% of employed women work full-time; 20% work part-time.
- Almost half (49%) of women in Silicon Valley provide the majority of their household income. This number includes single women as well as 33% of women in marriages/partnerships who provide more than half their household income.

Women Are an Integral Part of Silicon Valley's Technology Workforce

- Some 52% of women do work that primarily involves technology—including software, computers, the Internet, semiconductors, or other high-tech R&D, manufacturing, sales, or service.
- In Silicon Valley, women are an estimated 17% of engineering and science managers and 28% of computer engineers. Women are also 31% of the region's computer programmers, compared to 26% nationally (NOVA Occupational Outlook, U.S. Census Bureau).

Women Lead as Managers/Executives in Civic and Professional Sectors

- Some 40% of local elected officials are women, as are 55% of United Way's 100-plus non-profit agency executives and 45% of Santa Clara County's school superintendents (Joint Venture, United Way).
- Women constitute 43% of professionals and 39% of managers in Silicon Valley's private sector (U.S. Equal Employment Opportunity Commission).

Women Are Increasingly Entrepreneurial, Creating Wealth and Jobs

- Today, 10% of women report that they are independent contractors or free agents. An additional 5% own or co-own a business with employees.
- Some 20% of women report making plans to become self-employed or to start a business in the next three years.
- In 1999, women in Silicon Valley owned 60,500 companies, employing 172,200 people and generating \$24.8 billion in revenue (Santa Clara County, National Foundation for Women Business Owners).

Generally, a Majority of Women See Great Opportunity in Silicon Valley

- Some 51% think advancement opportunities for women are better in Silicon Valley than outside Silicon Valley (41% think they are about the same; 8% think they are better outside).
- Some 57% believe that it is getting easier for women like them to succeed in the Silicon Valley workforce (29% believe it is about the same; 14% believe it is getting harder).

3 PRESSURES: Women Face Unrelenting Pressures

Pressure to Meet Significant Work, Family, and Community Responsibilities

- The number one source of stress for women is balancing work with personal and family responsibilities. Some 67% say this sometimes or always causes them stress.
- Some 58% of women employed full-time report regularly working more than 40 hours each week, with 18% working more than 50 hours.
- Of women employed full-time, 47% have primary responsibility for managing daily household responsibilities (child care, meals, errands, children's homework), and 46% report having shared responsibility. Only 7% report that someone else has primary responsibility.
- Today, employed women are as likely to volunteer in the community (53%) as women not currently in the workforce (54%).

Pressure to Find Affordable, Quality Child Care

- Some 63% of women believe that the region has not been successful at providing access to affordable child care.
- The number one reason cited by women (36%) as a significant barrier to their employment is “family or child-care responsibilities.”
- Some 48% of women state that on-/near-site child care is extremely or very important to them, but only 19% report having access to such child care in their current employment.
- Only 12% of women who work for private employers have access to on-/near-site child care, compared with 28% of women who work in the nonprofit sector, 29% in the public sector, and 46% in education.

Financial Pressures of Living and Working in Silicon Valley

- Nearly one-fifth (19%) of women in Silicon Valley report that paying for basic needs always causes stress or makes their life difficult. This stress is felt most acutely by women with a high school diploma or less (27%) and single women (26%).
- Nearly one-fifth (19%) of women working full-time in Silicon Valley report earning less than \$25,000 per year. Santa Clara County considers \$25,000 the minimum amount necessary to sustain one adult for one year. Compared with other women, these “working poor” women are less likely to have health-care and retirement benefits and less likely to work in the tech sector. They are more likely to work through a temp agency and to be Hispanic.

Pressure to Conform to “Masculine” Workplace, Especially in Technology

- Some 41% of women in technology believe that they have to “fit into a masculine workplace” in order to advance in their job or career, compared to only 23% of women not in technology.
- Women in technology (28%) are nearly twice as likely as women in other lines of work (15%) to believe that gender has been a significant barrier to advancement in their job or career.
- Some 60% of college-educated women in Silicon Valley believe that advancement opportunities for men are better than for women. Some 38% believe that opportunities are about the same; 2% believe that they are better for women. The higher their level of education and income, the more likely women are to feel at an advancement disadvantage relative to men.

POTENTIAL UNTAPPED:

Where We’re Falling Short

New Economy Depends on, but Magnifies the Challenges for, Low-Skilled Women

- Of the 12 fastest-growing occupations in Silicon Valley, women hold 29% of the high-income jobs (average pay \$72,000) and 61% of the low-income jobs (average pay \$22,000). (NOVA Occupational Outlook).
- Three of the top five significant barriers to job advancement cited by women with a high-school diploma or less were related to their education and training: level of education (52%), lack of technical skills (44%), and inability to speak English fluently (30%). The other two are housing location/cost (47%) and family/child-care responsibilities (46%).

Technology Revolution Is Occurring in Silicon Valley, but Few Female Students Are Interested

- High-school girls enroll in Advanced Placement Math and Science in numbers equal to the numbers of boys who enroll. However, boys in Silicon Valley are nearly three times more likely than girls to enroll in AP Computer Science (California Department of Education).
- A recent survey of Silicon Valley eighth and eleventh graders found that 23% of girls wanted to work in technology fields, compared with 46% of boys, and that 20% of girls planned to pursue technology careers, compared with 36% of boys (Joint Venture/AT Kearney).
- Women's share of engineering degrees from local institutions has stalled at 20% since 1990. The share of computer science degrees awarded to women declined from 33% in 1988 to 29% in 1997.

Women Are Leading, but Remain Rare at the Top of Silicon Valley Corporations

- Though women constitute 39% of managers in Silicon Valley's private sector, they make up only 6% of senior executives at Silicon Valley's largest 150 public companies (EEOC, San Jose Mercury News).
- Four of the largest 150 public companies in Silicon Valley have a woman CEO (Aspect Communications, Hewlett Packard, eBay, Exodus).
- Some 58% of Silicon Valley's Fortune 1000 companies (24 companies) have a woman director on the board, compared to 73% nationally (Catalyst, 1999).

Women Start Companies, but Receive a Small Share of Venture Capital

- Women own approximately 38% of America's businesses, but only 8.2% of venture-capital deals go to companies with women founders (Venture One, Q1/2000).
- Slightly more than 41% of venture capital deals in 2000 went to companies that had a woman on the management team, up from only 21% in 1998 (Venture One, Q1/2000).

Our New Realities Require Flexibility and Control, but Workplaces Are Not Yet Providing Them

- Some 52% of women say that "work that allows time for family and personal interests"—more than any other job quality—is extremely important to them.
- Nearly 40% of GenX women (ages 21 to 40) expect their future career path to be nontraditional: 28% expect to alternate between full- and part-time work; 11% anticipate moving in and out of the workforce over time.
- The greatest disparities in what women value and what employers offer are the opportunity to work at/near home (59% value highly; 37% have) and the option to work part time (68% value highly; 55% have).

5 POSSIBILITY: **Regional Commitment to Social Innovation**

The new economy has not brought all the progress it can to our lives. We have gone partway in aligning our workplaces, our community, and ourselves to new economic and social realities. As a result, we have not yet realized the full potential of the new economy to improve our lives.

Further progress will require social innovation on a regional scale. Economic change creates the need, and provides some of the tools and opportunity, for widespread social innovation. If we are smart, we can pioneer creative solutions to achieve what we want most: time for life, access to opportunity, strong family and community life, a sustainable economy.

The solutions will benefit us all—women, men, and children; companies as well as the community. The broad issues raised in this report affect all of us in Silicon Valley one way or another.

The alternative has costs—personal and social—and, arguably, is not sustainable for companies and the economy of the region. People will not bring their full creative potential to the workplace. Shortages will continue in high-demand occupations. Companies will continue to lose people to the world of self-employment, as people leave organizations to seek flexibility. The region will lose people to other regions that offer the opportunity for quality work and a quality life; we will attract but not retain the world's most talented people. Growing numbers of residents will lack a shared stake in Silicon Valley's future. And, most troubling, we will risk what ultimately matters most: our children and the legacy we leave to future generations.

Six Commitments to Social Innovation

Achieving the full potential of the new economy for women's lives—and for men, companies, and the community—will require that we make six key commitments:

- We redefine “success” as the whole-life approach—work life, home life, and community life.
- We customize paid work to fit our lives, both on a daily basis and over our lifetimes.
- We redouble efforts to make women full partners in the region's technology revolution.
- We reinvent family supports, including child and elder care, aligned with the realities of our lives.
- We raise up women in low-wage positions, ensuring that their work pays and leads somewhere.
- We recreate civic life, for both women and men.

In these ways, Silicon Valley can provide essential leadership not just for the new economic age, but for the new society. Both women and men will benefit enormously from these commitments, and we will be able to say definitively that the new economy has brought progress to our lives. The path forward begins with using the information in this report to spark regional dialogue, connect committed leaders, and measure progress over time.



Silicon Valley Has a New Economy, but the Region Is in Transition

Silicon Valley Has a New Kind of Economy

The last decade brought fundamental change to the U.S. economy, as the transition from an industrial to an information economy accelerated. This new kind of economy is characterized by new competitive realities for companies and new work arrangements for people.

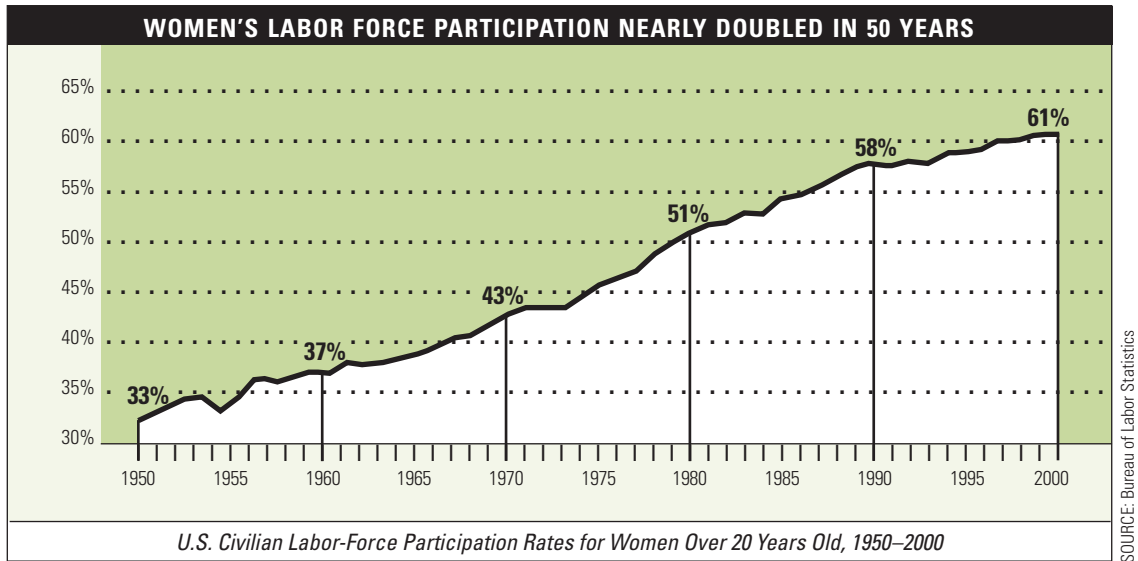
- *Organizations face new competitive realities.* Technological progress is accelerating. The Internet has enabled entirely new business practices and sources of competition. Companies compete on innovation and knowledge, rather than cost and quantity. Ideas and people are the most important competitive resource. Customer expectations are heightened; anytime, anywhere, any way has become common. And organizations face global forces, markets, and competition.
- *Work arrangements have changed.* Flexible and unstable patterns of employment are more common. The employment “contract” between employers and employees is gone. People face new requirements for succeeding in the workforce. The economic returns of education and skills training have increased dramatically. Individuals have more responsibility to maintain employability and manage their career.

This new economy does more than affect business life; changes affect the government and nonprofit and education sectors and are affecting all aspects of daily life. The impact of these changes is prevalent in all regions, but especially so in the Silicon Valley region, which has the highest productivity and concentration of technology workers and firms of any region in America.¹

	INDUSTRIAL ECONOMY	NEW ECONOMY
New Competitive Factors	Mass Production	Flexible Specialization
	Cost, Quantity	Innovation, Knowledge
	Hierarchy, Bureaucracy	Networks, Alliances
	Mechanical Technology	Information Technology
New Work Arrangements	Stable Employment	Flexible, Unstable Employment
	Labor	Learning

Women Meet the New Economy

From 1950 to 2000, the share of women in the U.S. workforce increased dramatically from 33% to 61%. This change has been recognized as the single most important social transformation of the twenty-first century. In the 1990s, the decades-long trend of women's increasing economic participation intersected with this emerging new economy.



A Region in Transition

Silicon Valley is in the middle of a transition. The region can still shape how economic change ultimately affects the quality of people's lives. This economy has brought new opportunities as well as new challenges. It is redefining how we live, how we work, how we compete. But our companies, communities, and culture have yet to adapt fundamentally to these new realities. Instead, it's as if we've gone partway. For example:

- With cell phones, e-mail, and pagers, work now permeates our private lives. Companies demand responsiveness and flexibility from workers, but many have not offered the same in return.
- Productivity has skyrocketed, yet we're working harder and longer than ever. We have not used the innovations and tools of the new economy to create what is most valuable for many people: time for other aspects of life. In fact, companies seem to cherish the new workhorses of the new economy: people whose very absence of family and community ties makes them ideal candidates for excessive hours and high stress—the new-economy version of the old-economy “organization man.”
- We talk about how important people are to the new economy—their skills, attitudes, creativity. Yet we act as if raising Silicon Valley's next generation of children is a private problem for women or parents, and we fail to see how important youth and families are as building blocks of the new knowledge-based economy.

- We talk about the link between innovation and diversity, yet have not made tech professions attractive to women and minorities and continue our escalating reliance on imported talent.
- We see growing income inequality and growing financial returns for having the right skills and networks. We see that low-paid skills undergird the new economy. Yet we have not figured out how to mediate the downside of economic change for people with the fewest resources to navigate it.

We can “finish the business” of transition to ensure that economic change improves more of our lives.

TODAY’S ECONOMY IS NOT THE FIRST “NEW” ECONOMY

America had a “new” economy a century ago. A fundamentally new economy emerged with the invention of electricity and the industrialization of America during the period from 1870 to 1900: the Gilded Age.

This new industrial economy dramatically disrupted old patterns of work, family, and community engagement. People migrated from farms to big cities, from being farmers, merchants, and artisans to laboring in big factories. Industrialization changed everything and brought dramatic social problems: squalid living conditions; exploitation of labor, including children; financial insecurity.

But then, in the first two decades of the 1900s, came a burst of social innovation. New social institutions and laws caught up with and mediated the negative effects of economic change. During the Progressive Era, America reconciled enduring human values with the new industrialism through major changes in mind-sets, policies, and institutions. Examples of these “social innovations” include child labor laws, social security, free public education, labor rights, unemployment insurance, and scores of new civic associations and mutual aid societies. America achieved both great prosperity and a sense of social progress.

2 PROGRESS

Women Have Made Unmistakable Progress

Women have made unmistakable progress as participants in the economic life of Silicon Valley. Without women in the workforce, Silicon Valley's economic success is unthinkable.

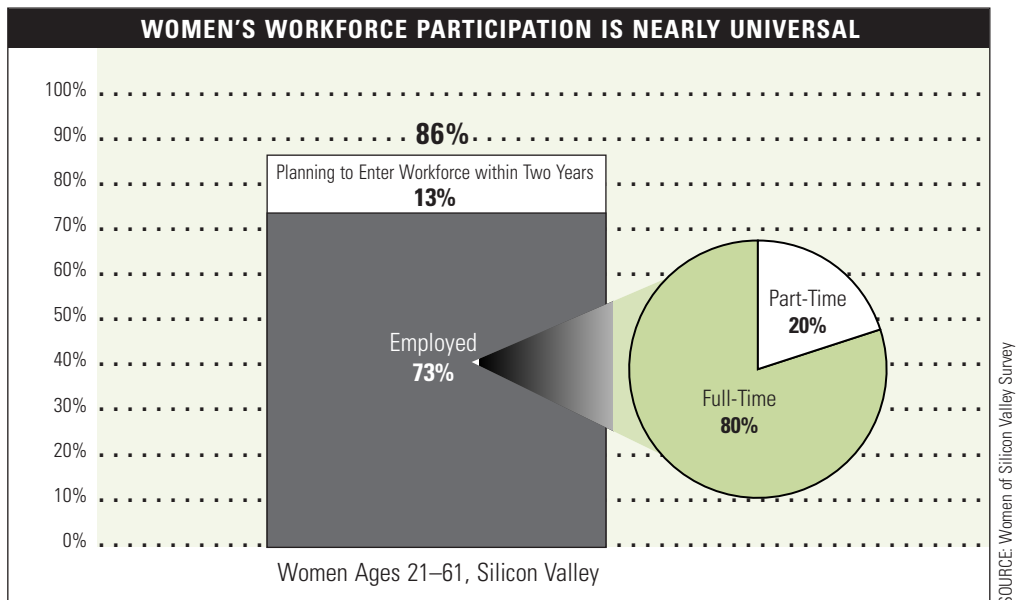
Women's Workforce Participation Is a Fact

Some 86% of women ages 21 to 61 either are employed (73%) or intend to enter the workforce (13%) in the next two years. Some 80% of employed women work full-time; 20% work part-time.

Women have a strong presence in all sectors of the regional economy. Some 68% of survey respondents work in the private sector; 13% work in education, 9% in government, and 10% in the nonprofit sector.

Almost half (49%) of women in Silicon Valley provide all or the majority of their household income. This number includes single women as well as one-third of women in marriages/partnerships who provide more than half their household income. Twelve percent of women in marriages/partnerships provide all or nearly all of their household income.

New types of households have replaced the single-breadwinner/stay-at-home-spouse model. Dual-income families are prevalent (68% of women in marriages/partnerships are employed), and most mothers work (67% of women with children under 18 are employed).

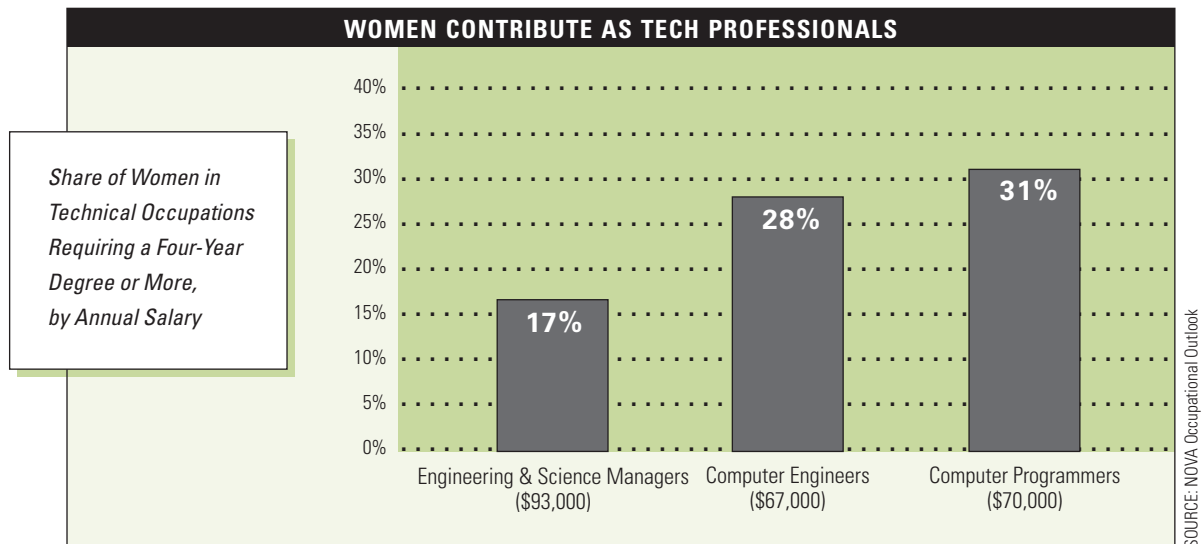


Women Are an Integral Part of Silicon Valley's Technology Workforce

More than half (52%) of women work in the tech sector—including software, computers, the Internet, semiconductors or other high-tech R&D, manufacturing, sales, or service. Asian women are most likely to work in the tech sector: 68% of Asian women work in the tech sector, compared to 49% of Caucasian, 49% of Hispanic, and 49% African-American women.

Some 63% of women who work in technology have had stock options. Of these women, 57% have exercised their options. This activity is a positive sign that women are sharing in the wealth creation of companies. With more equity wealth, women have more financial power for civic as well as personal use.

In Silicon Valley, women are an estimated 17% of engineering and science managers and 28% of computer engineers. Women are also 31% of the region's computer programmers, compared to 26% nationally (NOVA Occupational Outlook, U.S. Census Bureau).

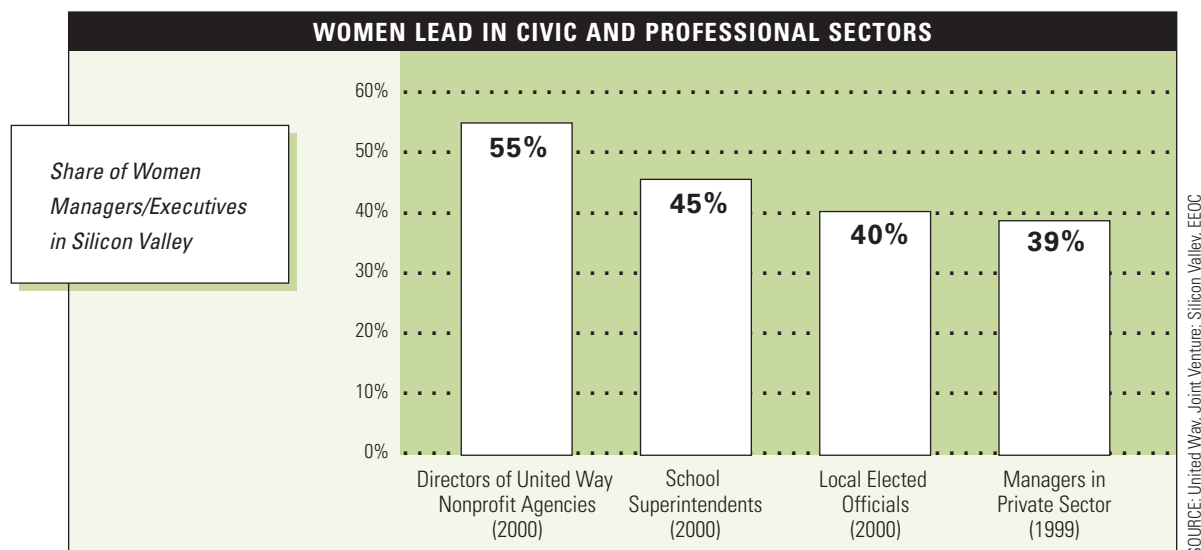


Women Lead as Managers/Executives in Civic and Professional Sectors

Women are 40% of Silicon Valley's local elected officials. Women have a rich history of political leadership in Silicon Valley, starting in the late 1970s when women in Santa Clara County held the majority of power offices, leading the nation in female representation. Janet Gray Hayes became the first female mayor of a large metropolitan city in the United States; women held the majority on the Santa Clara County board of supervisors as well as on the San Jose City Council. Today, many of Silicon Valley's most visible women leaders are elected and public officials (Joint Venture: Silicon Valley).

Women are leaders in Silicon Valley's civic and education sectors. Some 55% of United Way's 100+ nonprofit agency executives are women. Some 45% of Santa Clara County's school superintendents are women, as are more than 50% of school principals (United Way).

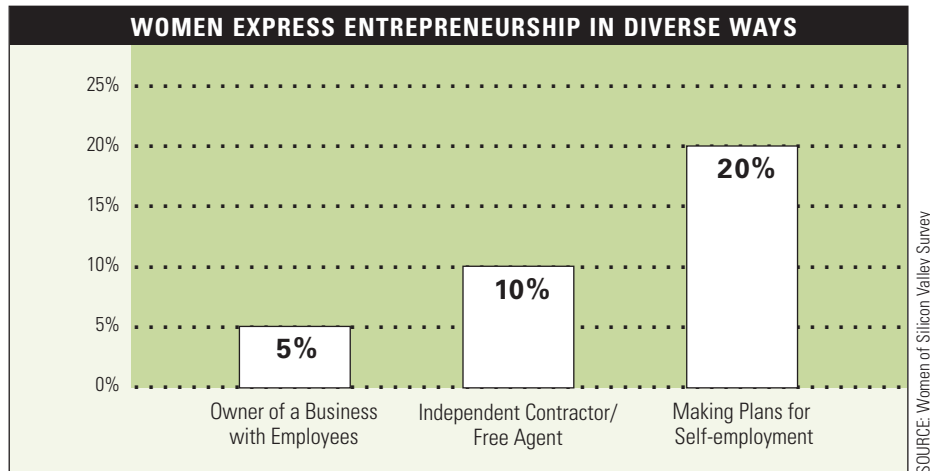
Women constituted 39% of managers and 43% of professionals in Silicon Valley's private sector in 1999. This number is up from 28% of managers and 36% of professionals in 1994² (U.S. Equal Employment Opportunity Commission).



Women are Increasingly Entrepreneurial, Creating Wealth and Jobs

Today, 10% of women are self-employed free agents/independent contractors. An additional 5% own or co-own a business with employees. This group of entrepreneurial women is diverse. It includes women with young children under six (24%) as well as single women (20%). Although the majority of entrepreneurial women are college educated (62%), a large share (37%) hold an associate's/technical degree or have less education. More than two-thirds prefer to work for themselves rather than for an employer, citing flexibility/control over their schedules (98%) and time with their family (98%) as the primary reasons.

Some 20% of women report making plans to become self-employed or start a business in the next three years. Women become entrepreneurs for a variety of reasons. A recent national survey by *Fortune* found that, increasingly, women leave larger companies to start their own business for reasons similar to those of men, including an opportunity to take risks (78%) and the chance to make more money (67%).³



Women’s businesses in the region have a significant economic impact. In 1999, women in Silicon Valley owned 60,500 companies, employing 172,200 people and generating \$24.8 billion in revenue (National Foundation of Women Business Owners, Santa Clara County).

A new wave of women entrepreneurs is starting growth-oriented companies. Traditionally, women entrepreneurs were primarily proprietors of small, local-serving businesses. Recently, women have been starting high-growth, technology-based businesses in greater numbers. The change has come from the influx of female founders of the Internet generation—tech-savvy business-school graduates and corporate stars—who took advantage of the tremendous opportunities of the late 1990s. In the past seven years, for example, membership in the Forum for Women Entrepreneurs grew from 25 to 1200, with a shift in members from free agents to women founding technology-based, growth-oriented companies with employees.

A key factor driving the success of women-owned businesses has been the emergence of new formal and informal support networks in the Valley. Seasoned women entrepreneurs and business leaders recognized the growing impact, and needs, of women entrepreneurs and created a host of innovative initiatives to help women launch successful companies.

I N N O V A T I O N : F O R U M F O R W O M E N E N T R E P R E N E U R S

Founded in 1993, the Forum for Women Entrepreneurs (FWE) is the premier entrepreneurial organization for women building and leading high-growth technology and life-science companies. FWE differs from most other entrepreneur-support organizations in that it focuses on women entrepreneurs building venture-fundable businesses and provides entrepreneurs with access to the venture community.

FWE offers innovative education programs, access to funding sources, and an online community that accelerates women entrepreneurs' ability to launch and build world-class companies. In 1993, when the organization was formed, less than 1% of venture-capital money raised nationally went to companies with a woman CEO. Through its programs and robust networks, FWE helped its members raised more than \$600 million in financing for their businesses in 2000.

www.fwe.org

I N N O V A T I O N : W O M E N ' S I N I T I A T I V E F O R S E L F - E M P L O Y M E N T

The Women's Initiative for Self-Employment (Women's Initiative), serving low-income women in the Bay Area, recently received the Presidential Award for Excellence in Microenterprise Development.

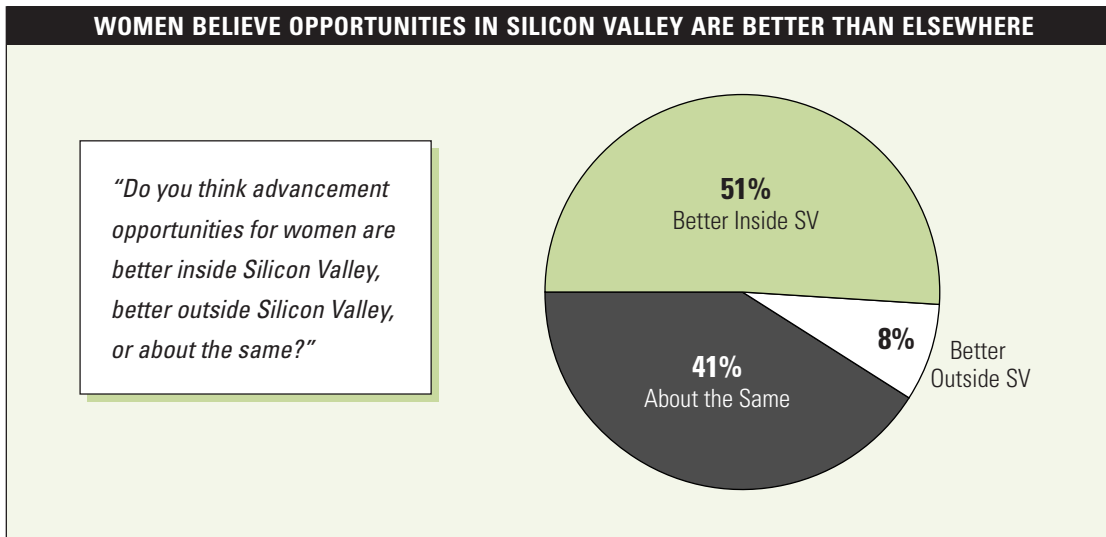
At the core of Women's Initiative's success is its entrepreneurial screening and assessment process. Applicants selected for the program enroll in a rigorous 14-week, 21-session entrepreneurial training program—of which seven sessions focus on Personal Effectiveness and Power (PEP) training. PEP is designed to integrate factors such as a client's family life and relationship to her community into her entrepreneurial education. Women's Initiative also offers ongoing business development services such as business plan writing, seminars and one-time workshops, one-on-one consulting, and matched savings accounts for program graduates. Women's Initiative offers its curriculum in both English and Spanish. Sessions are designed for individuals who have had limited business experience or formal education.

To date, more than 5,200 women have received training and technical assistance services from Women's Initiative. The Initiative has assisted more than 720 women in starting or expanding a business—two-thirds of whom were low-income when they first came to Women's Initiative. Since 1990, Women's Initiative has disbursed 175 loans totaling \$629,000. On average, Women's Initiative enjoys a 94% pay-back ratio on its loans. Other successful examples of entrepreneurial supports in Silicon Valley include the Women Entrepreneurs Program of the Mid-Peninsula YWCA and Start Up of East Palo Alto.

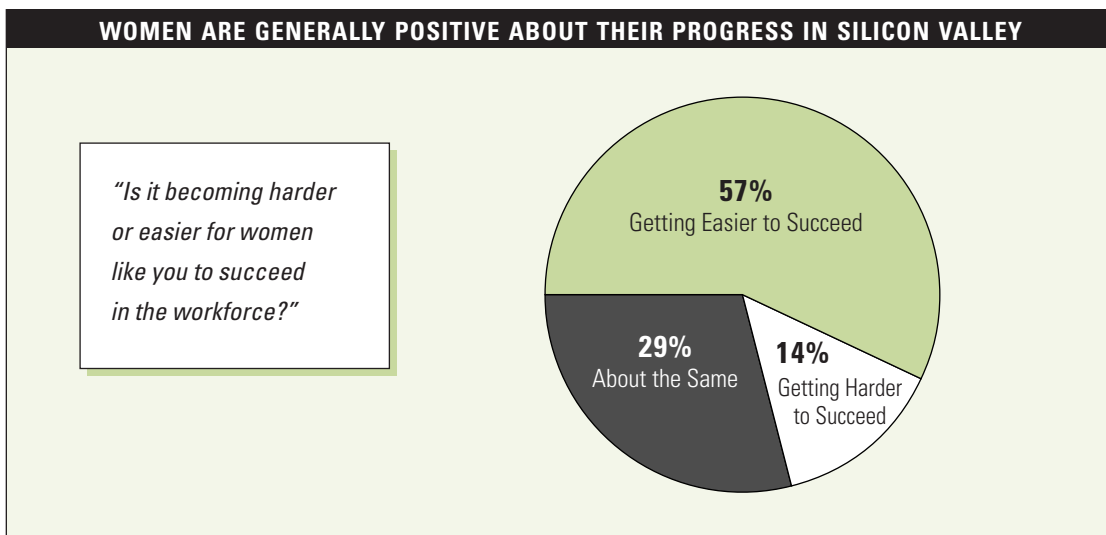
www.womensinitiative.org

Generally, A Majority of Women See Great Opportunity in Silicon Valley

Overall, 51% of women think that advancement opportunities for women are better in Silicon Valley than outside Silicon Valley (41% think they are about the same; 8% think they are better outside). However, women's rating of Silicon Valley varies greatly by income level. Some 60% of women whose household income was more than \$100,000 thought opportunities were better in Silicon Valley, compared to only 38% of women whose household income was less than \$50,000 (54% of these women thought Silicon Valley was about the same as elsewhere).



Some 57% of women believe that it is becoming easier to succeed in the Silicon Valley workforce (29% believe there is no change; 14% believe it is getting harder). Women with a household income of less than \$50,000 were twice as likely as women with a household income of more than \$100,000 to believe that it was getting harder for "women like them" to succeed in the workforce (22% versus 10%).



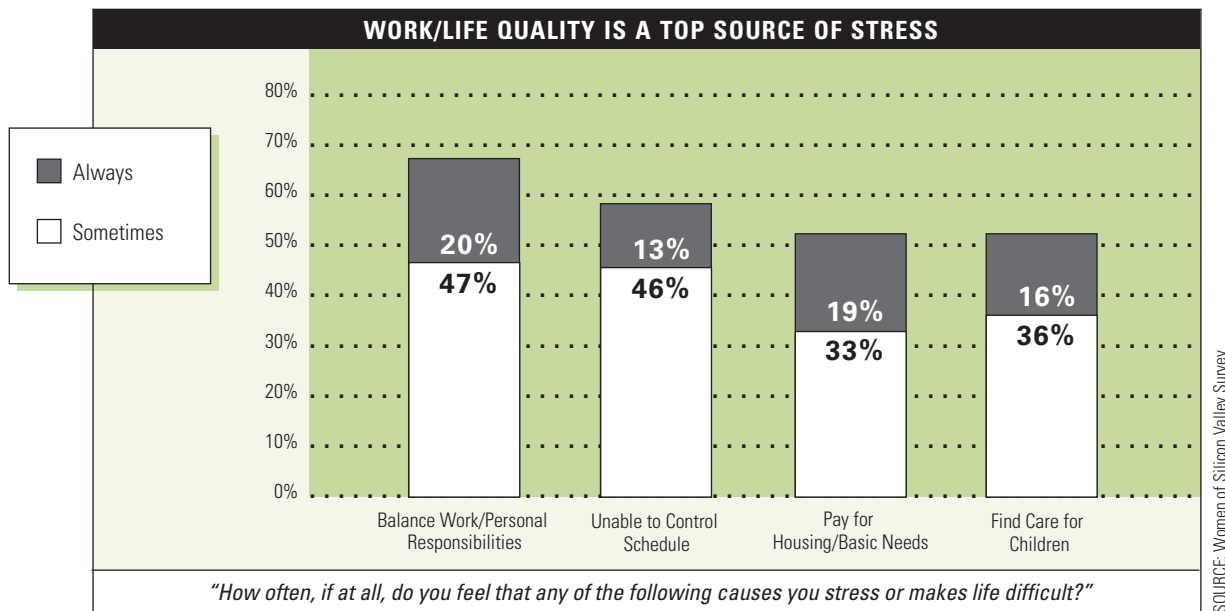
3 PRESSURES

Women Face Unrelenting Pressures

Pressure to Meet Significant Work, Family, and Home Responsibilities

The shared struggle of women in Silicon Valley is to lead a whole life—one that includes work, family, and community. Women want and expect their lives to be multidimensional, but in Silicon Valley, where time has become the scarcest commodity of all, women struggle to fulfill their different roles and responsibilities.

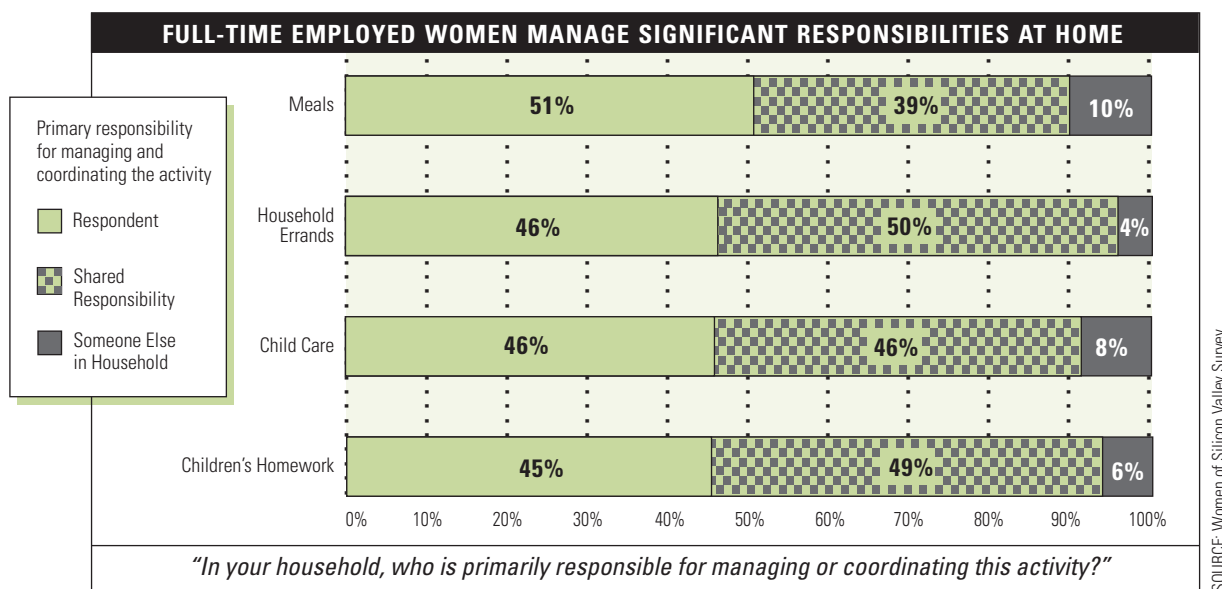
The number one source of stress for women in Silicon Valley is in balancing work with personal or family responsibilities. Some 67% say that this balancing act always or sometimes causes them stress. This response is true for women of all ages, ethnicities, and income levels and is only somewhat more acute for women who have children in the home (75% say it causes them stress). Overall, 41% of women say that Silicon Valley has not been successful at making work life compatible with personal/family life.



Well over half of full-time employees work more than 40 hours. Some 58% of full-time workers regularly work more than 40 hours each week, with 18% working more than 50 hours. When asked why they work those hours, 81% of women overall gave as the top two reasons that they enjoyed their work and that their work took that long.

Work permeates our private lives. Among women who occasionally do paid work at home, 71% say that they do so because they have brought work home to do in the mornings, evenings, or weekends. The new economy requires 24/7 service, and workers are often expected to be available around the clock. Some 73% of employed women believe that “in order to advance in my job or career, I need to be available whenever my employer or client needs me.”

Women employed full-time are still likely to have the primary responsibility for daily household care and coordination. Of women working full-time, 47% on average report having primary responsibility for managing daily household responsibilities (child care, meals, errands, children’s homework), and 46% report having shared responsibility. Only 7% report that someone else in the household has primary responsibility.



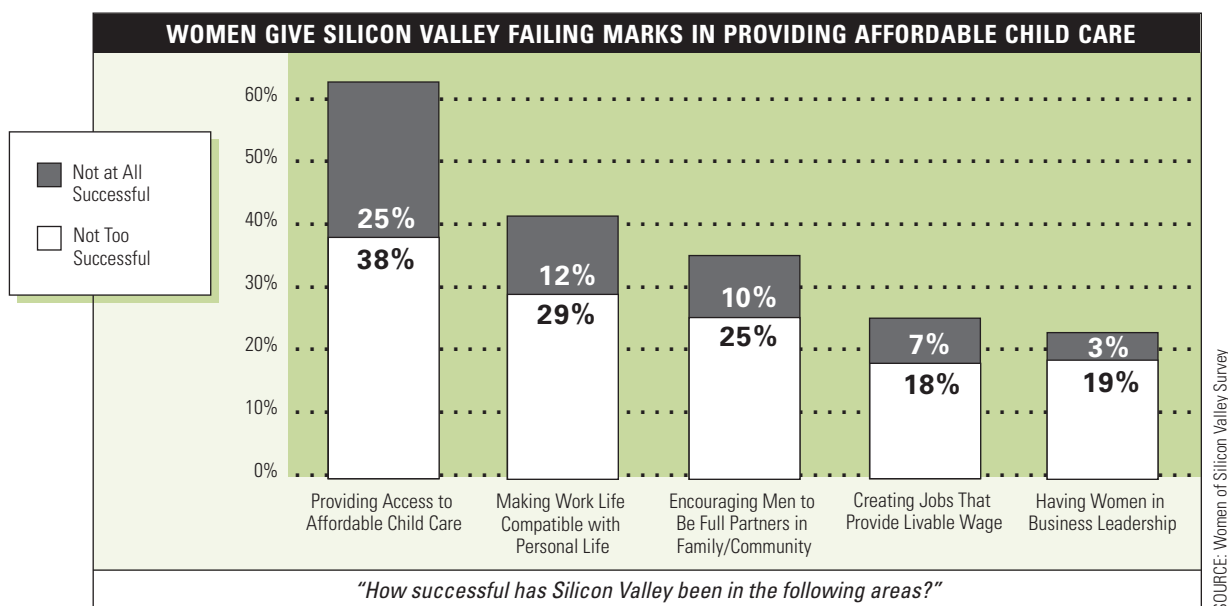
Some Silicon Valley women and families have adapted to increased time constraints by hiring others to help with family/household responsibilities. However, this strategy is typically feasible for the wealthy only. Women with household income of more than \$100,000 were almost four times more likely to pay someone else to do the housework than women with household income of less than \$100,000 (45% versus 12%). Similarly, 19% of women with household income of more than \$100,000 have paid others for cooking, shopping, and household services, compared to only 8% of women with household income of less than \$100,000.

Today, employed women are as likely to have responsibilities in the community as women not currently in the workforce. Fifty-three percent of employed women spent time on charitable or volunteer service activities within the last year, as did 54% of not employed women. (Of the employed women, 62% of part-time workers volunteer, as do 50% of women employed full time.)

Pressure to Find Affordable, Quality Child Care

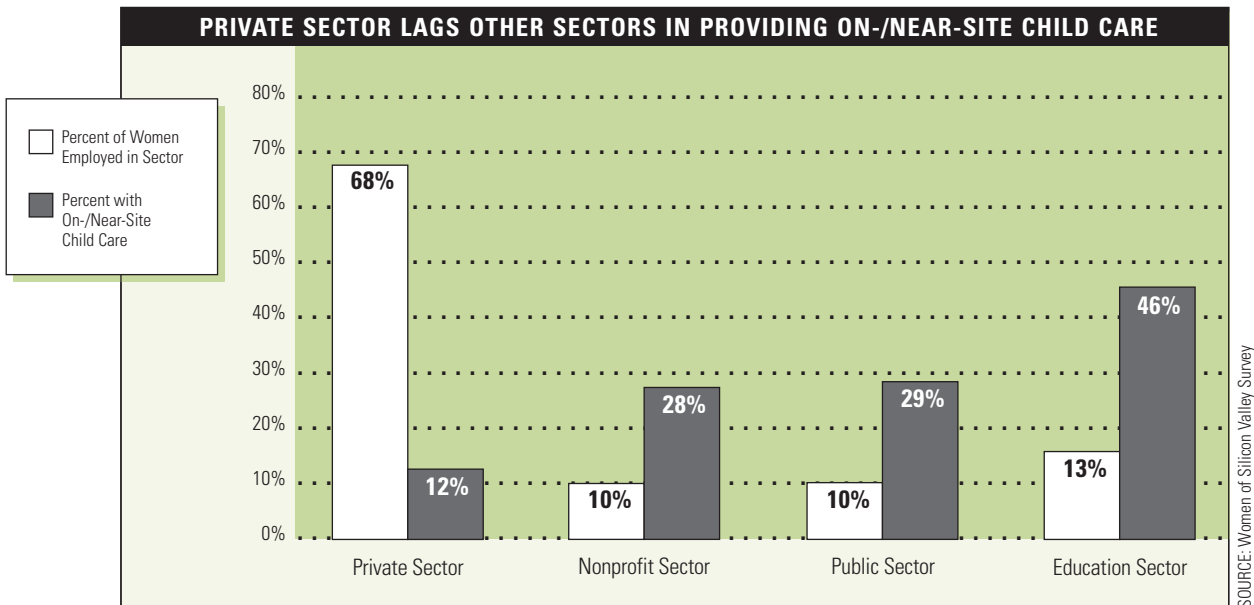
Today, 67% of mothers with children under 18 are employed. Child care is a key regional concern.

Some 63% of women believe that the region has been not been successful at providing access to affordable child care. Employed women feel this pressure most acutely; 75% rated Silicon Valley as not successful in providing access to affordable child care. This issue cuts across many demographic lines, with parents and nonparents and women of all ethnicities and ages agreeing that Silicon Valley has failed.



The number one reason cited by women (36%) as a significant barrier to their employment is “family or child-care responsibilities.” For low-income mothers, lack of child care is an especially significant barrier to achieving better skills and employment. Some 46% of women with a high-school diploma or less cite family or child-care responsibilities as a barrier to employment. Hispanic women (52%) were significantly more likely to feel this way than Asian (36%) or Caucasian women (31%).

Employers, especially in the private sector, are not meeting child-care needs. Some 48% of women in the workforce state that on-/near-site child care is extremely or very important to them, but only 19% report having access to such care in their current employment. The private sector, in particular, lacks child-care support. Only 12% of women who work for private employers had access to on-/near-site child care, compared to 28% of women who work in the nonprofit sector, 29% who work in the public sector, and 46% who work in education.



THE BITTER END OF BRIGHT BEGINNINGS: SIGN OF SYSTEMS FAILURE

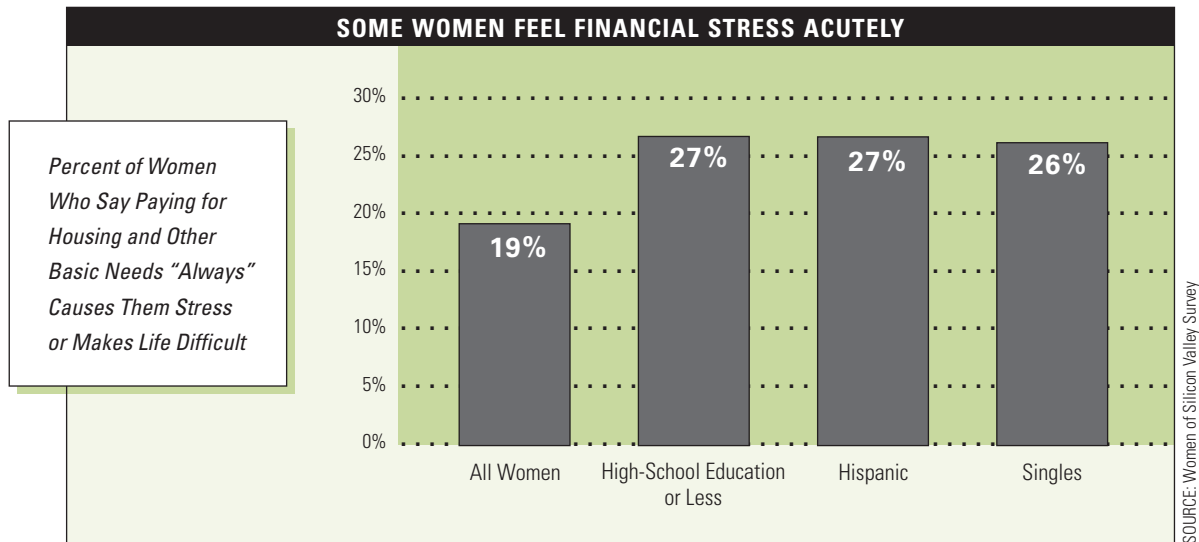
A 1999 publication by the Silicon Valley chapter of the American Leadership Forum touted the Bright Beginnings Children’s Center as “a thriving demonstration of the ability of private/public partnerships to solve a child care problem.” The Center was created and expanded by a unique partnership among a school district, Lifescan, Komag, the City of Milpitas, and the Packard Foundation. Since 1996, it has served up to 50 infants and toddlers of primarily low-income workers by relying on state funding.

In February 2000, Bright Beginnings announced its closure. The Center could not retain its \$7 to \$9/hour staff. Some child-care workers left the industry entirely to make a livable wage. Others left to work for higher wages three miles away at Cisco’s new child-care facility serving employees.

The story illustrates the fundamental challenge: the need to increase the supply of child-care workers, to compensate and train them better, and to subsidize the ongoing expense of care for parents whose wages aren’t sufficient. Unless we address these challenges regionally, good intentions to start more child-care centers will exacerbate access problems for low-income parents.

Financial Pressures of Living and Working in Silicon Valley

Nearly one-fifth (19%) of women in Silicon Valley report that paying for basic needs always causes stress or makes their life difficult. This stress is felt most acutely by less-educated women, by singles, and by Hispanic women. Twenty-seven percent of women with a high school diploma always feel stress paying for basic needs, as do 26% of singles and 27% of Hispanics. (Nearly 60% of Hispanic women have a high-school diploma or less.)



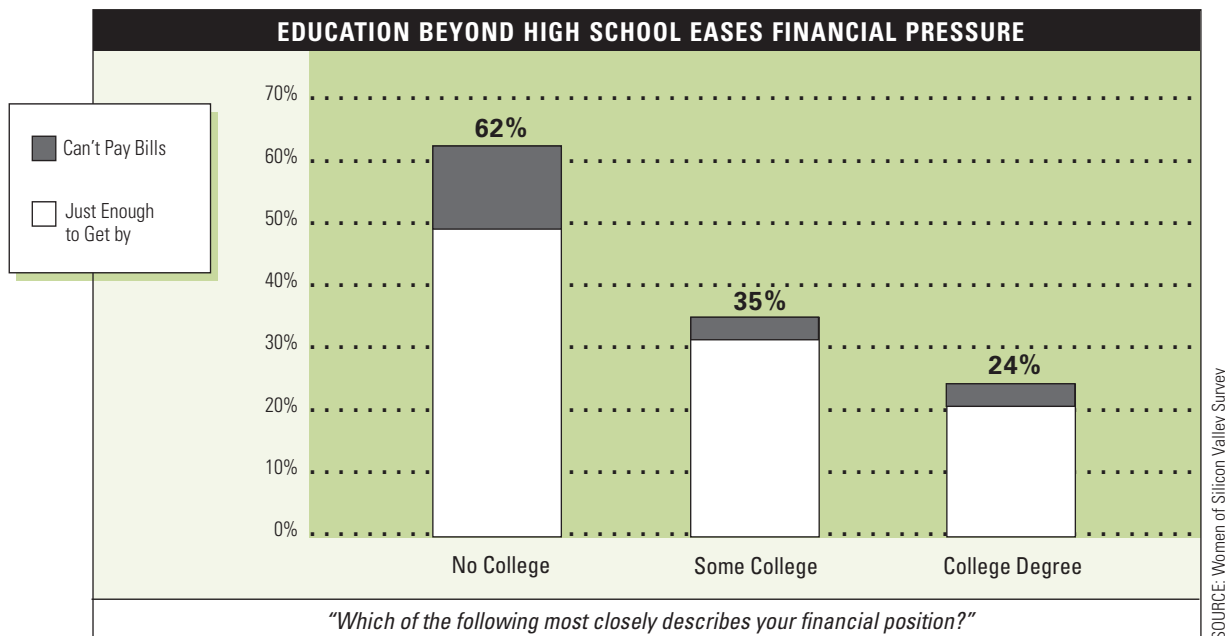
Nearly one-fifth (19%) of women employed full-time in Silicon Valley report earning less than \$25,000 per year. Santa Clara County considers \$25,000 the minimum amount necessary to sustain a single adult for one year. The sustaining wage for an adult and one child ranges from \$42,900 (infant child) to \$32,400 (teenage child).⁴

These low-paid women are more likely to do work that supports the Silicon Valley's tech sectors and community. Low-paid respondents are half as likely as other women to say that their work involves technology and are more than twice as likely to work in the nonprofit sector. Low-paid work is much less likely to provide health care (27% lack) and retirement benefits (64% lack). One-fifth of low-paid women are independent contractors/work through a temp agency, compared with 6% of other women. Nearly half of the women in low-paid work are Hispanic.

LOW-PAID WOMEN SUPPORT THE TECH SECTOR AND COMMUNITY		
	< \$25,000 Annually	>= \$25,000 Annually
Work in Nonprofit Sector	18%	7%
Work in Tech Sector	30%	64%
Temp Agency/Independent Contractor . . .	19%	6%
No Health Coverage	27%	2%
No Retirement Plan	64%	12%
Hispanic	48%	13%

Women Working Full-Time and Earning . . .

In Silicon Valley, having some education beyond high school makes a significant difference in easing financial pressure. Some 62% of women with a high-school diploma or less describe their financial position as “can’t pay the bills” or earn “just enough to get by,” compared with 35% of women with some technical school/college and 24% of women with four-year college degrees.

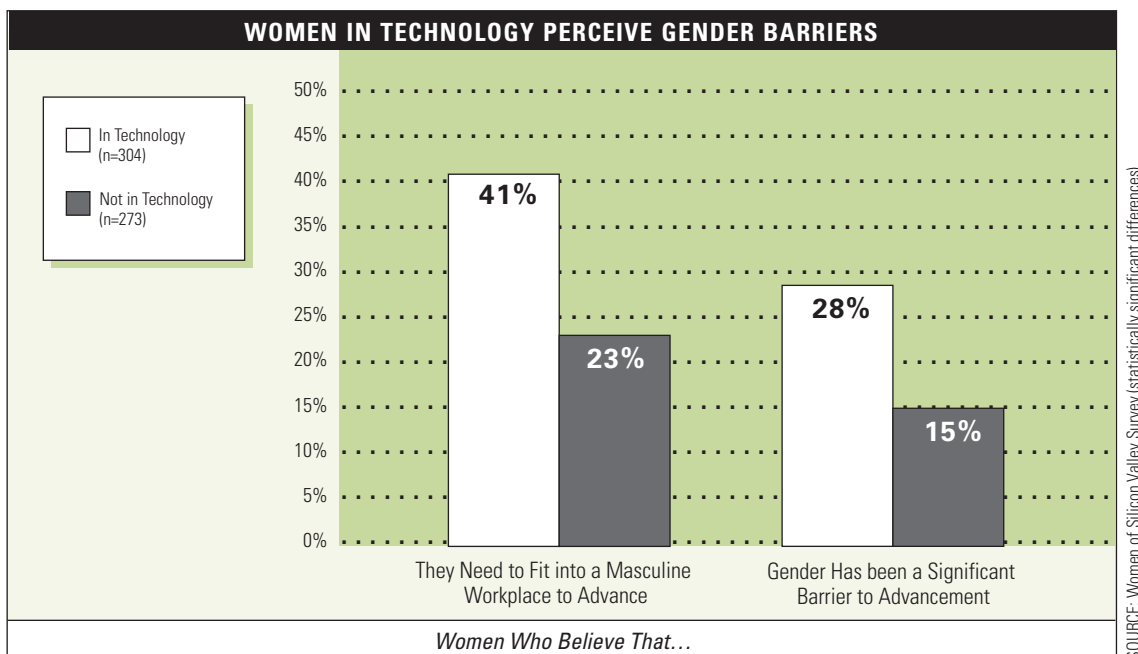


Pressure to Conform to “Masculine” Workplace, Especially in Technology

Some 60% of college-educated women in Silicon Valley believe that advancement opportunities for men are better than for women. Some 38% believe that opportunities are about the same; 2% believe that they are better for women. The higher the level of education and income, the more likely women are to feel at an advancement disadvantage relative to men.

Women in technology (28%) are nearly twice as likely as their peers in other sectors (15%) to believe that gender has been a significant barrier to advancement in their job or career. Some 41% of women in technology believe that they have to “fit into a masculine workplace” in order to advance in their job or career, compared to only 23% of women not in technology. A 2000 study by Computerworld⁵ found that 66% of professional women interviewed in Silicon Valley’s information technology industry believed that gender-related job barriers existed. But they described these barriers as more subtle, cultural and organizational norms rather than intentional sexism.

Networks and mentors matter to women’s economic advancement. Some 48% agree strongly that “developing networks and meeting the right people” is important to advancing in their job or career; 41% agree strongly that having “a well-positioned mentor or supervisor” is important. These needs are true for women of all education levels, and especially for women whose work involves technology. Compared to women in other lines of work, women in the tech sector are more likely to say that networks (53% versus 40%) and mentors (43% versus 38%) are important to advancing in their jobs or careers.



4 POTENTIAL UNTAPPED

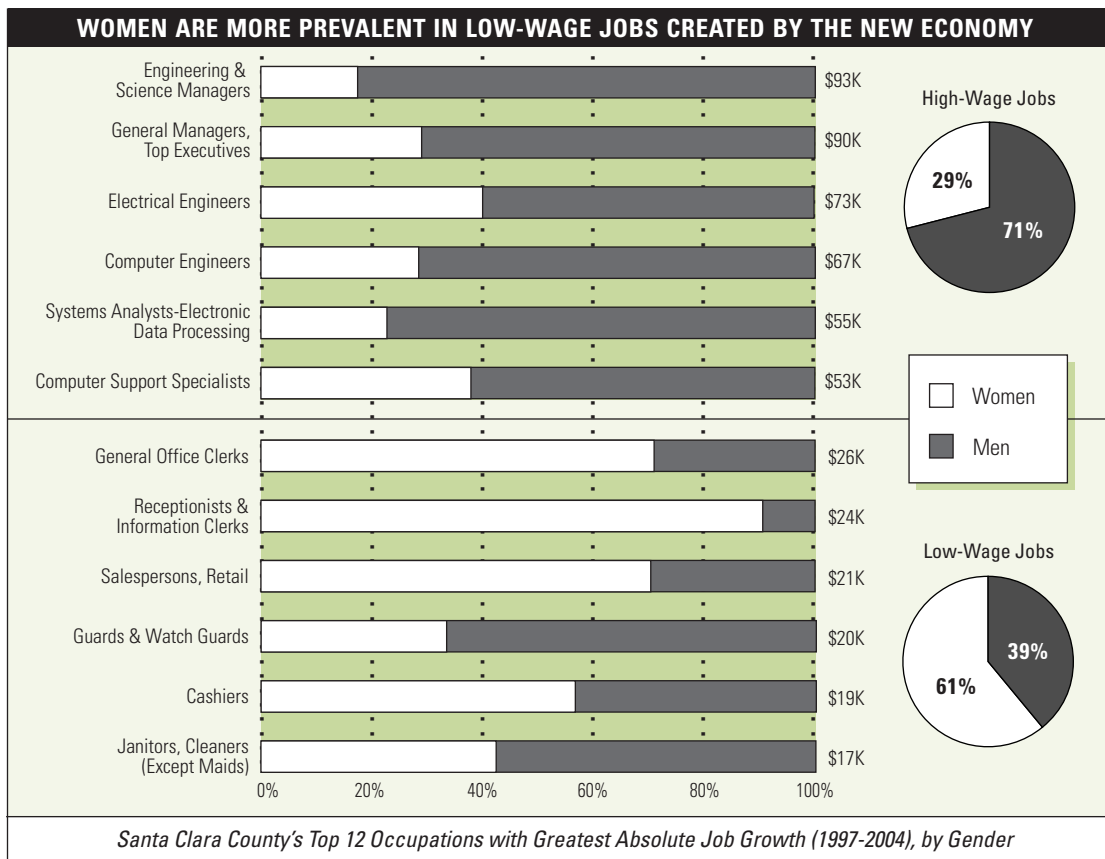
Where We're Falling Short

New Economy Depends on, but Magnifies the Challenges for, Low-Skilled Women

Less-educated women in Silicon Valley are challenged to find work that pays a sustaining wage and that can lead to a better position. Wages paid by many low-end jobs do not pay enough for one person, much less a single parent with children, to live on. And career ladders for less-educated women are unclear and difficult to navigate.

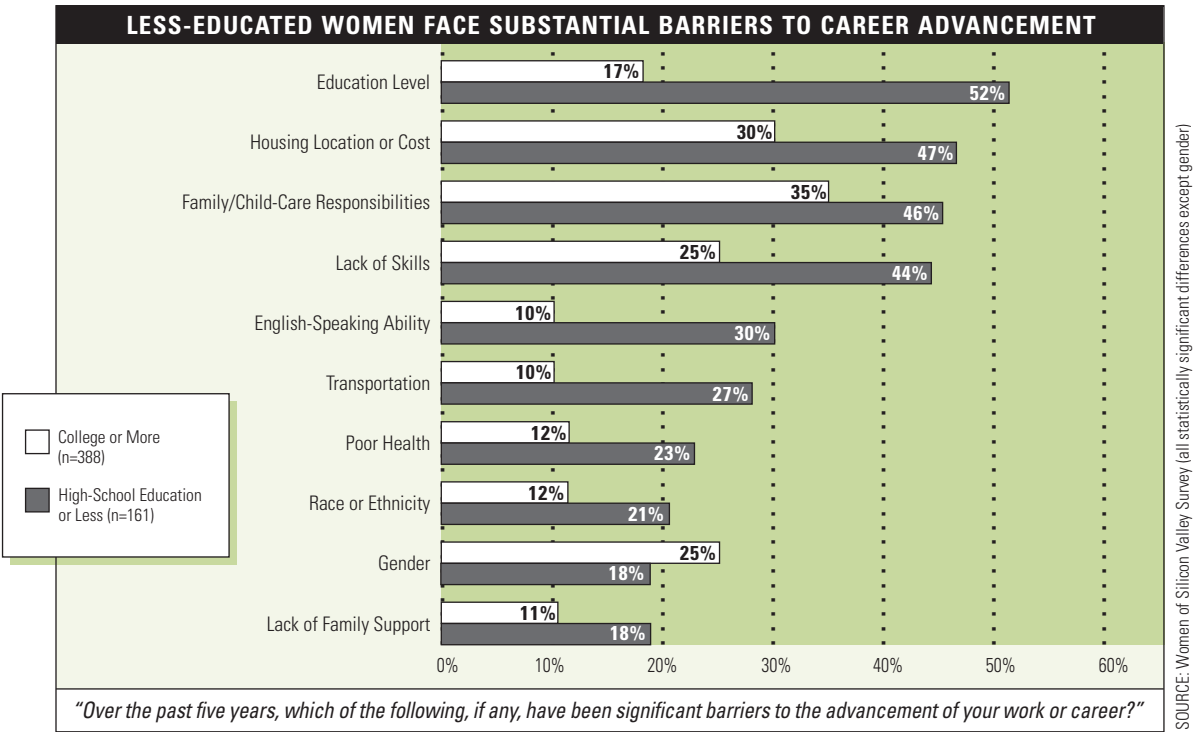
Low-wage jobs are growing in Silicon Valley and are held disproportionately by women. Of the 12 fastest-growing occupations in Silicon Valley, women hold an estimated 29% of the high-wage jobs (average pay \$72,000) and 61% of the low-wage jobs (average pay \$22,000). (NOVA Occupational Outlook).

Low-paid women in Silicon Valley provide services critical to the workforce, companies, and the community, including administrative support and child care. Women are 91% of receptionists (\$24,000) and 88% of secretaries (\$24,700). Women are 86% of child-care workers (\$22,700) and 97% of preschool teachers (\$23,900). (NOVA Occupational Outlook).



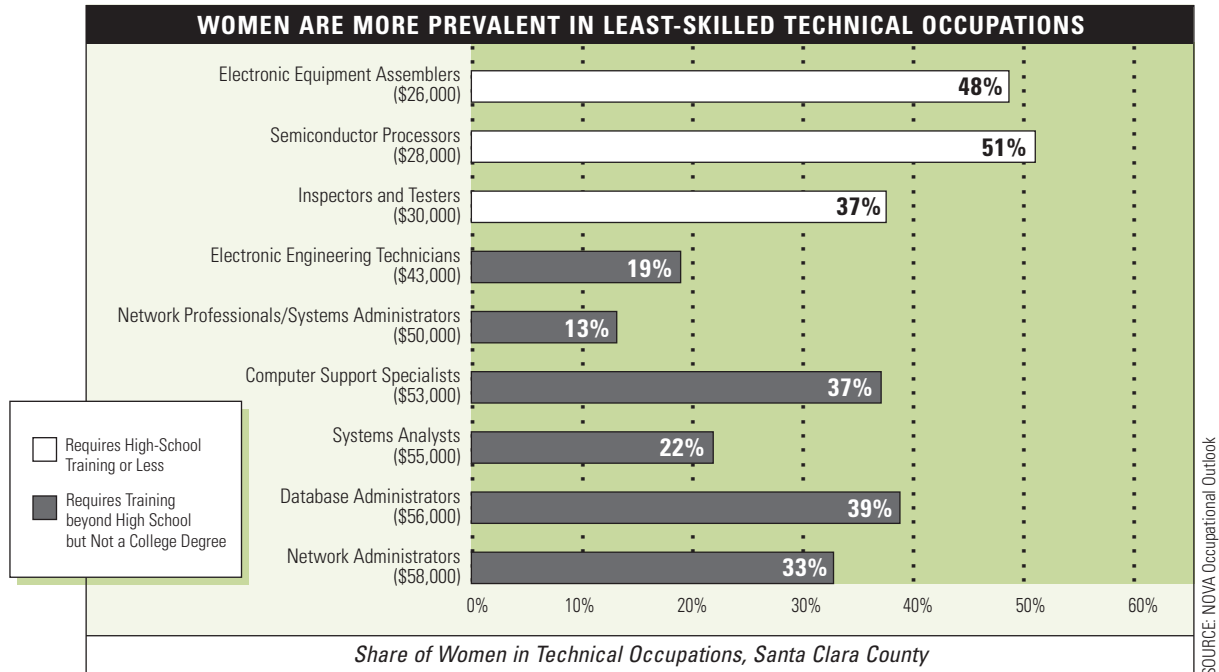
Less-educated women recognize the importance of training/education, but experience barriers.

Three of the top five significant barriers to job advancement cited by women with a high-school diploma or less were related to their education and training: level of education (52%), lack of technical skills (44%), and inability to speak English fluently (30%). The other two barriers are housing cost/location (47%) and family and child responsibilities (46%).



Technical training for women beyond high school is one key to higher wages. Technical occupations that require a certificate or an associate’s degree typically provide a career path and wages far more attractive than those of alternative clerical, service, or production positions. For example, one of the fastest-growing occupations, computer support specialist, pays \$53,000 per year and requires technical training beyond high school, but not a bachelor’s degree. Today, women are 38% of computer support specialists and only 13% of networking professionals/system administrators in Santa Clara County. If they are recruited and retained, women could benefit substantially from a new generation of training initiatives designed to develop highly marketable skills without the need for a college education.

Of the technical occupations that do not require a college degree, those with the lowest skills requirements and pay—electronic assembly, semiconductor processing—are the ones in which women are most prevalent.



I N N O V A T I O N : O I C W A N D T H E C I S C O / S U N A C A D E M Y

Based in East Palo Alto, the OICW provides a range of services to prepare people for successful careers. Their clientele includes primarily low-income women.

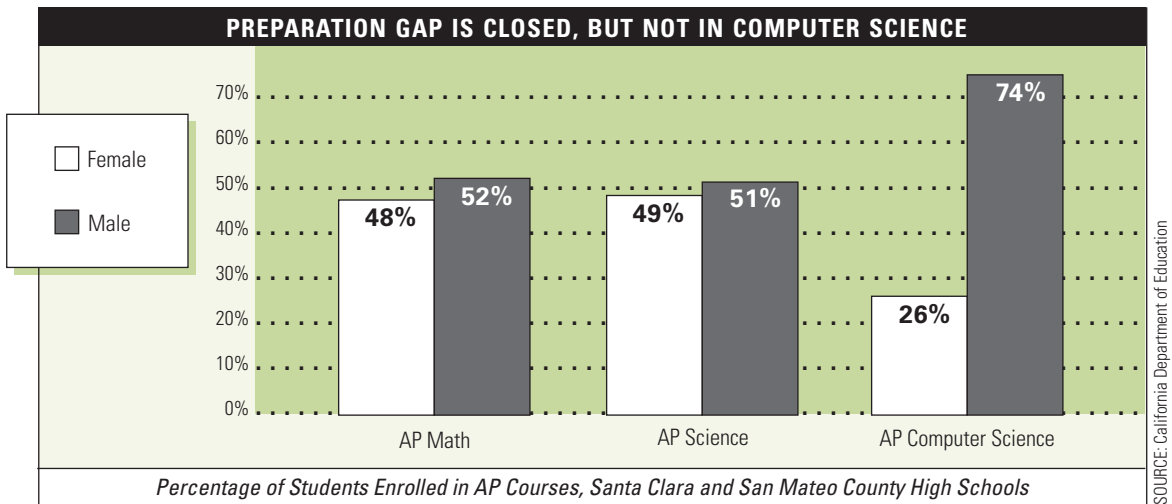
Through the years, OICW has adapted to a changing economy and the evolving needs of clients and employers. In partnership with Cisco and SUN, OICW operates the Cisco/Sun Academy, which trains people to design, build, and maintain computer networks. Technology certification is the fastest-growing training area for OICW; new graduates earn on average \$20 per hour (\$41,600 annually). OICW's average placement wage for all training programs is \$12 per hour (\$25,000).

The program at OICW is one of 23 Cisco Networking Academies in Silicon Valley that are housed in high schools, community colleges, universities, and community-based organizations like OICW. In 1999, Cisco launched The Gender Initiative to increase the number of female students in Academy programs and share best practices about how to attract and retain female students.

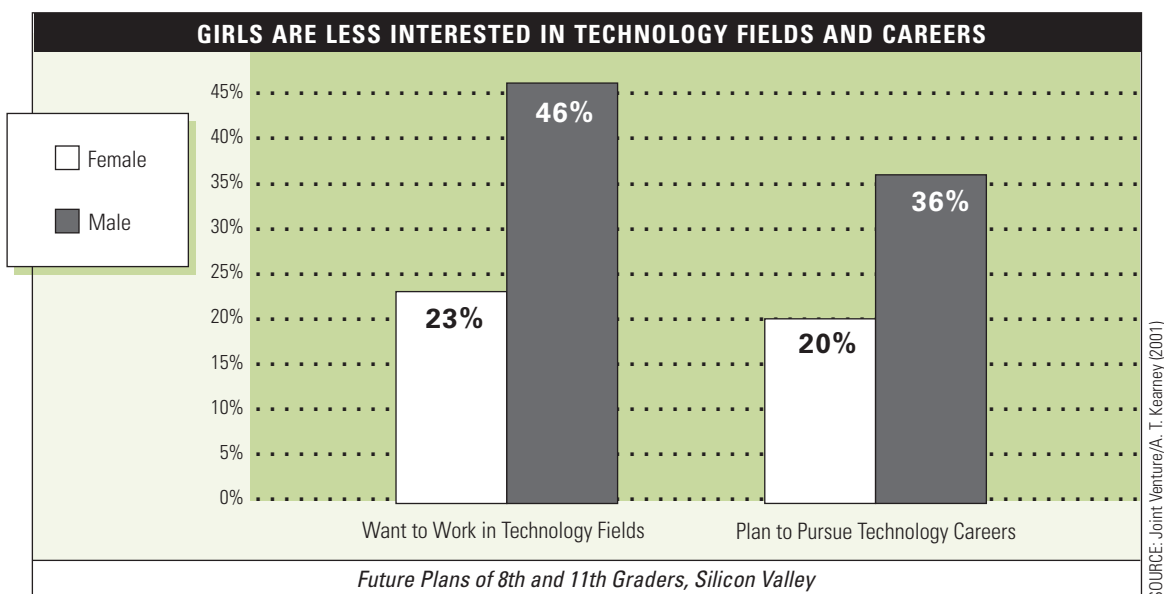
www.oicw.org and www.cisco.com/edu

Technology Revolution Is Occurring in Silicon Valley, but Few Female Students Are Interested

The math and science preparation gap between girls and boys is closed. Girls and boys enroll in advanced science and math classes at the same rate. However, boys in Silicon Valley are nearly three times more likely than girls to enroll in AP Computer Science. Advanced placement courses, typically taken in the senior year, reflect both preparation and interest in pursuing college-level work in a subject area (California Department of Education).



Males are twice as likely as females to be interested in pursuing a technology career. A recent survey of 2500 eighth and eleventh graders in Silicon Valley by Joint Venture/A. T. Kearney found that significantly fewer girls than boys aspire to work in a technology field or pursue a technology career.



WHAT'S GOING ON? WHAT IS TURNING GIRLS OFF?

Research by academics and practitioners have suggested reasons why girls are not yet interested in technology careers on a large scale.

- **Reservations about Computer Culture**—Girls associate computer culture with violent, tedious software games and adolescent males.
- **Perceptions of Tech Careers**—Girls perceive that tech careers require a narrow set of technical skills and are socially isolating. Girls want to use and develop a broader set of skills.
- **Interest in Application Rather Than Tool**—Girls and women are more likely than men to care about technology as a tool to accomplish a worthwhile purpose. Boys and men are more likely to be interested in the technology itself.
- **Lack of Support from Parents and Community**—Lack of support from teachers, parents, and other significant adults has a negative effect on choice of tech career. Girls need additional encouragement to enter nontraditional occupations.
- **Concerns about Career Lifestyle**—Girls and women express strong concerns about career lifestyle and the personal-environment fit. The perception is that tech careers are male dominated and incompatible with having a rich private life.

For more information, see the American Association of University Women, www.aauw.org/2000.

I N N O V A T I O N : D I G I T A L C L U B H O U S E N E T W O R K

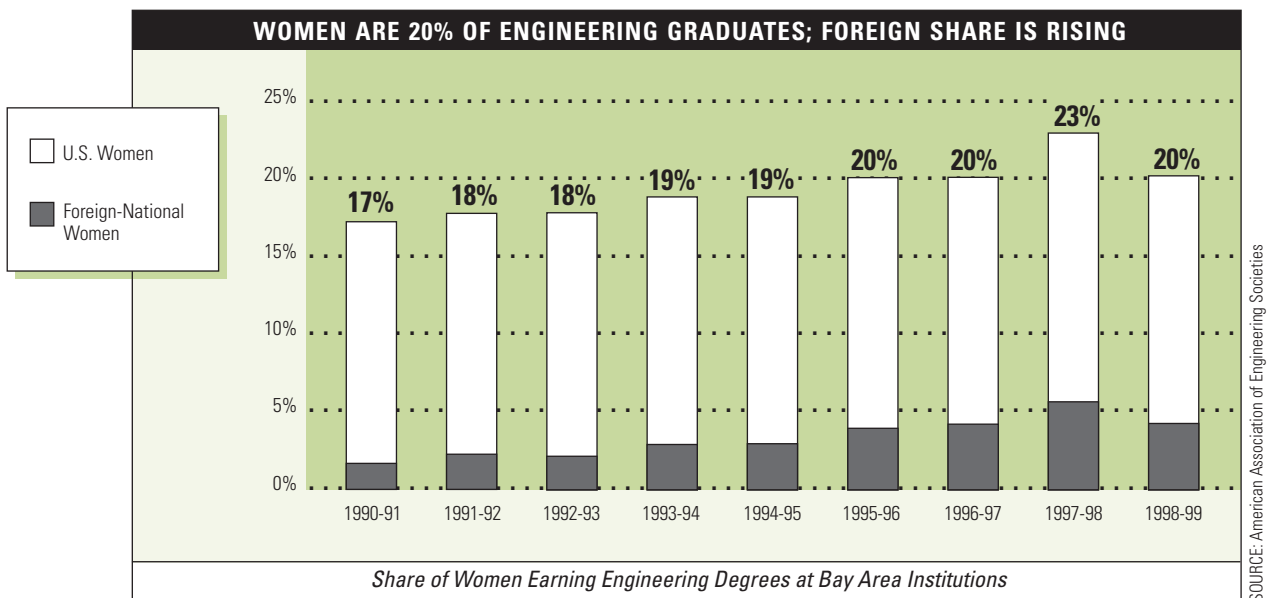
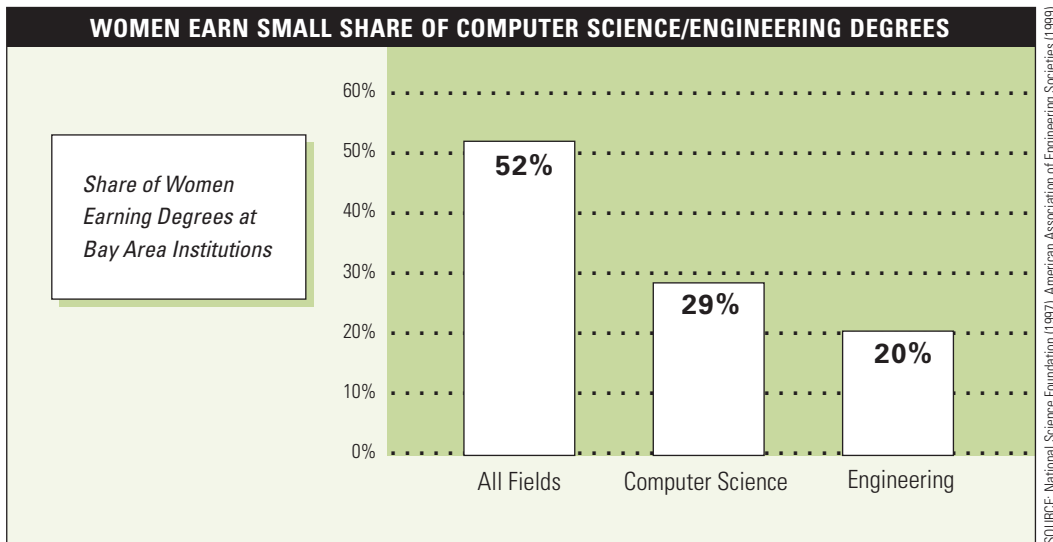
The Sunnyvale-based Digital Clubhouse encourages girls and boys to use technology at an early age. Innovative programs bring together a wide variety of children, teens, and young adults to teach them multimedia skills and turn them into digital storytellers. The participants produce short films, Web programs, and CD-ROMs about their lives, their interests, and their communities. Recent projects have included digital stories about World War II veterans, breast cancer survivors, and the recent history of Women of Silicon Valley.

A success of the Clubhouse has been in involving more girls in technology. At first, only a few girls participated. Now, there are as many girls as boys—about 50 from fifth grade through high school. Because girls and boys must donate 20 hours of service in exchange for membership, most of them become peer educators to new members and take part in developing the next generation of digitally able people.

With a sister program in New York, the Digital Clubhouse Network is now in the process of identifying ways to help other communities establish a Digital Clubhouse.

www.digiclub.org/

Women's share of engineering degrees has stalled at 20%; their share of computer science degrees declined from 33% in 1988 to 29% in 1997. Since 1990–91, the share of women earning bachelor's and master's degrees in engineering from Bay Area institutions has hovered around 20%.⁶ But for increased enrollment of female foreign nationals, this share would have declined. The share of women earning computer science degrees (associate's through PhD) from Bay Area institutions declined from 33% in 1988 to 29% in 1997 (National Science Foundation, American Association of Engineering Societies).



I N N O V A T I O N : M E N T O R N E T U S E S T E C H N O L O G Y T O M E E T T H E R O L E - M O D E L C H A L L E N G E

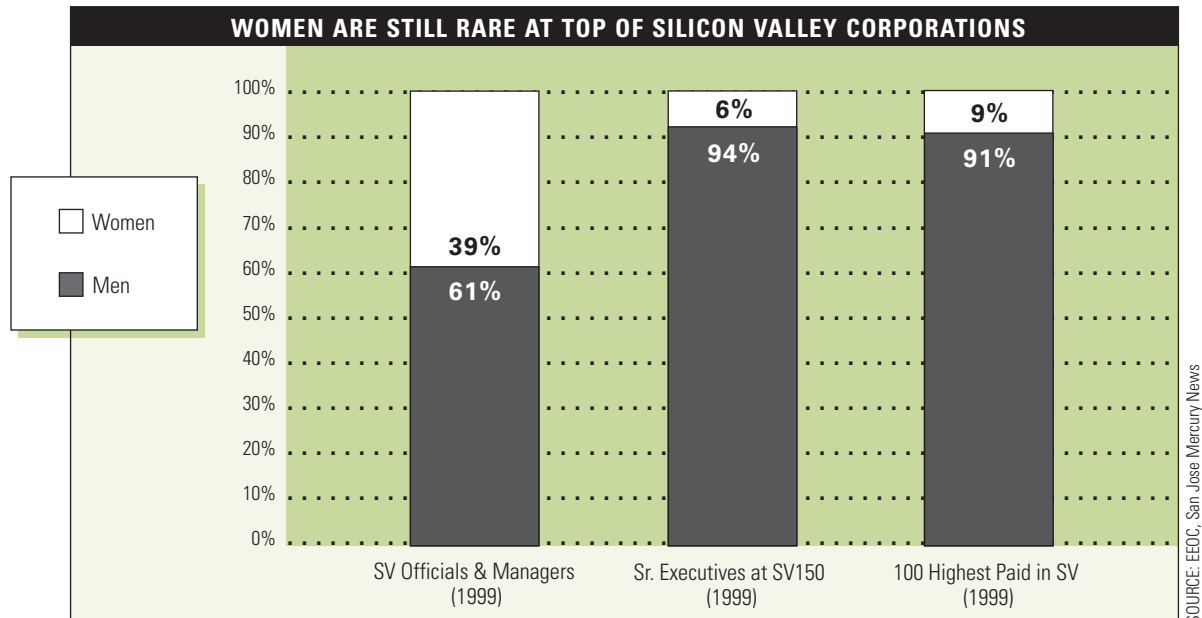
Headquartered at San Jose State University, MentorNet is an innovative nonprofit organization that matches women studying engineering and related sciences with professionals in industry for year-long structured mentoring relationships conducted via e-mail. MentorNet is an example of the Internet at its best as a social technology that connects and supports people. In 2000, MentorNet paired 2,000 students from 70 campuses in the U.S. and Canada with mentors. MentorNet represents a partnership among universities, corporations, professional societies, and government labs that want to work collaboratively through MentorNet to encourage more women to continue to pursue their interests in engineering and related scientific fields.

www.mentornet.org

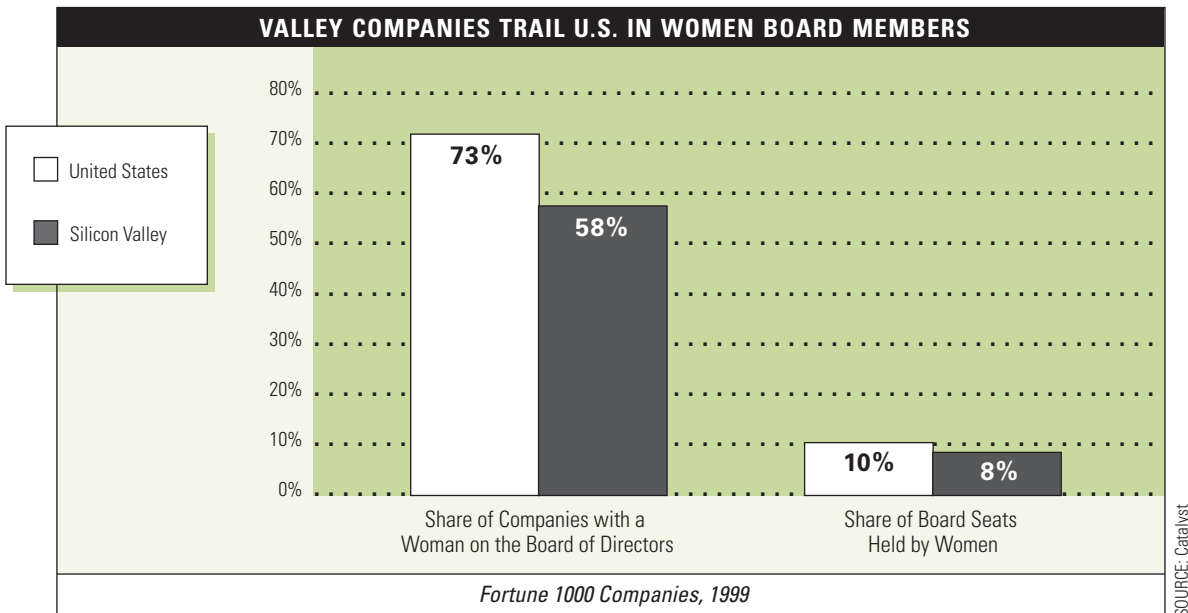
Women are Leading, but Remain Rare at the Top of Silicon Valley Corporations

Women remain rare in the top echelons of Valley corporations. Though women constitute 39% of managers in Silicon Valley's private sector, they make up only 6% of senior executives at Silicon Valley's largest 150 public companies, and they are only 9% of the high earners (EEOC, San Jose Mercury News).

Four of the largest 150 public companies in Silicon Valley have a woman CEO. These women are Beatriz Infante of Aspect Communications, Carly Fiorina of Hewlett-Packard, Meg Whitman of eBay, and Ellen Hancock of Exodus.



Silicon Valley boardrooms have fewer women than boardrooms nationally. Fifty-eight percent of Silicon Valley's *Fortune* 1000 companies have a woman director on the board, compared to 73% nationally. In Silicon Valley's *Fortune* 1000, 8% of total board members are women, compared to 10% nationally. Silicon Valley has 24 companies that are in the *Fortune* 1000, and 83% of these companies are technology companies. This number compares with 12% of *Fortune* 1000 companies nationally (Catalyst).



What's Going On?

Women are more likely than men to leave the technology industry. A 1999 survey of 18,000 employees at seven technology companies headquartered in the United States found that women were more likely than men to consider leaving the industry. The 1999 survey also found that the key predictor of retention was how well an employee believed he or she “fit the company culture.” Previous research had already established the other two key predictors of retention: “satisfaction with development opportunities” and “the ability to achieve work/life balance” (the 1999 Retention, Development, and Advancement Survey by Technology Workforce Partners, a consortium of leading technology companies). Although we can't know for sure given existing data sources, a strong perception is that this retention challenge is true in Silicon Valley, where opportunities for entrepreneurship and free agency are especially prevalent.

Work practices, patterns, and norms prevalent in Valley companies that seem neutral may subtly and systematically disadvantage and discourage women. Though this issue needs further exploration, researchers and consultants who work with Valley companies do not see the “cultural” barriers to advancement for women in companies as overt, but as deeply embedded in organizational life. Changing these work practices and patterns that disadvantage women stand to benefit men and the entire organization as well (see Exhibit on next page).

I N N O V A T I O N : W O R K E N V I R O N M E N T S W H E R E W O M E N C A N S U C C E E D

Professor Deborah Meyerson, visiting at Stanford's School of Engineering and Graduate School of Business, has conducted national research on women, work, and organizations and has advised Silicon Valley firms on how to create work environments where women can succeed. Here's what companies can do:

- Challenge expectations about constant availability and accessibility.
- Move away from time as a proxy for contribution and a medium of competition.
- Reward people for preventing crises, rather than solving them.
- Look carefully at how job assignments are made, particularly during reorganizations.
- Create alternative means for women to tap into informal networks and to access a mentor or champion.
- Ensure that criteria for leadership are set by the real needs of the organization, rather than by the styles, tastes, and comfort of existing leaders.
- Insist that consistent criteria are used to evaluate women's and men's "potential"—that women and men with the same experience gap are seen as equivalent.
- Provide flexible work arrangements, and from the top down encourage employees to use them without stigma.
- Take a customized approach to careers so that people can move in and out of "fast-track" ladders as their life permits.
- Encourage risk taking for men and women and make sure that they are evaluated comparably for success and failure.

For further reading, see Deborah Meyerson and Joyce Fletcher, "A Modest Manifesto for Shattering the Glass Ceiling," *Harvard Business Review* (January/February 2000) <http://www.hbsp.harvard.edu>.

Leadership from the top makes a difference. Where women have advanced into senior leadership of Valley companies, why did they make progress? A common denominator is leadership from the executive level. This observation is true at Hewlett-Packard, as well as at other companies like Knight Ridder and Aspect Communications.

I N N O V A T I O N : A D V A N C I N G W O M E N A T H E W L E T T - P A C K A R D

A notable exception to the rule: At Hewlett-Packard more than one-third of senior managers are women, and women have made it to the highest ranks. In addition to CEO Carly Fiorina, three of the HP's 11 Executive Council members are women: Debra Dunn, Susan Bowick, and Ann Livermore.

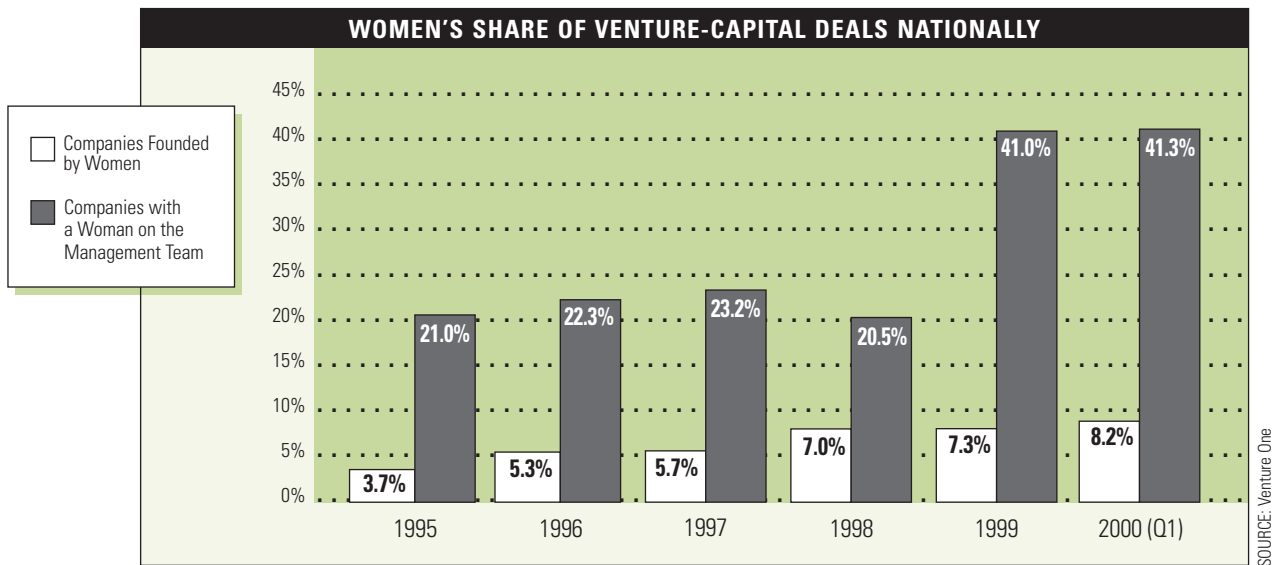
When Lew Platt took the helm in 1992, HP was a prototypical male- and engineer-dominated environment. The turnover rate for women was twice that of men. What troubled Platt most was that women were rising to the level of manager, but then leaving in droves in their late 30s, never to be seen again. Platt—who had juggled competing duties of father and breadwinner following his wife's death—launched an inquiry. He found that the company's policies and culture were not flexible enough to accommodate women managers' lives outside of work.

Platt believes that the radical change that happened next was not only the right thing to do, but the smart thing to attract and retain the best talent. Working with his senior team, Platt developed a new workplace strategy that both offered options for flexibility (e.g., flexible work schedules, work at home, job sharing, sabbaticals) and, most important, actively encouraged their use.

Today, HP leads in retaining female talent, and the core value of workplace flexibility has benefited men as well as women. In 2000, women constituted 37% of the workforce, 22% of highest-paid employees, 30% of department heads, and 43% of managers and individual contributors in high-potential leadership programs.

Women Start Companies, but Receive Small Share of Venture-Capital Funding

Women own approximately 38% of America's businesses, but only 8.2% of venture-capital deals go to companies with a woman founder. Even taking into account the fact that only a portion of women-owned businesses are growth-oriented or seeking venture capital, the disparity remains significant (Venture One, Q1 2000).



However, for companies with a woman on the management team, the numbers are more encouraging. More than 41% of venture-capital deals involved companies that had a woman on the management team in Q1 2000. This increase is a sharp rise from 1998, when only 21% of venture-backed companies had a woman on the management team, indicating great potential for growth as more women gain management experience and networks in the venture-capital industry.

Silicon Valley has 185 women venture capitalists in 2001, up from just 12 in 1993 (Forum for Women Entrepreneurs). The venture-capital community is a network that operates on a complex web of personal ties. The existence of more women venture investors helps overcome the historic disadvantage women have had in accessing venture networks. Women investors bring their female networks to their business. This difference means that women founders are more likely to be considered for financing and that women are more likely to get placed by venture capitalists in senior management of start-ups.

I N N O V A T I O N : S P R I N G B O A R D

Springboard 2000, a high-profile series of “venture forums,” was created by the National Women’s Business Council in conjunction with the Forum for Women Entrepreneurs and the Center for Women & Enterprise. The Springboard 2000 sessions showcase women-led start-up companies that are seeking \$1 million to more than \$25 million in financing from investors.

What makes Springboard 2000 different from other high-technology venture forums is that the entrepreneurs receive extensive coaching to make the most of their minutes in front of investors. Experienced start-up players train the recruits on crafting their market projections, refining their presentation skills, and even enhancing their sense of theatricality.

Following the enormous success of the initial Springboard 2000 Forum in Silicon Valley (within six months after the event, the 26 companies that were showcased that day had raised more than \$185 million), the event expanded nationally to regions such as Washington, D.C., and Boston. This year, Springboard 2001 is due to have sessions in Silicon Valley, New York, Chicago, and Boston.

www.springboard2000.org

I N N O V A T I O N : W O M E N ’ S T E C H N O L O G Y C L U S T E R

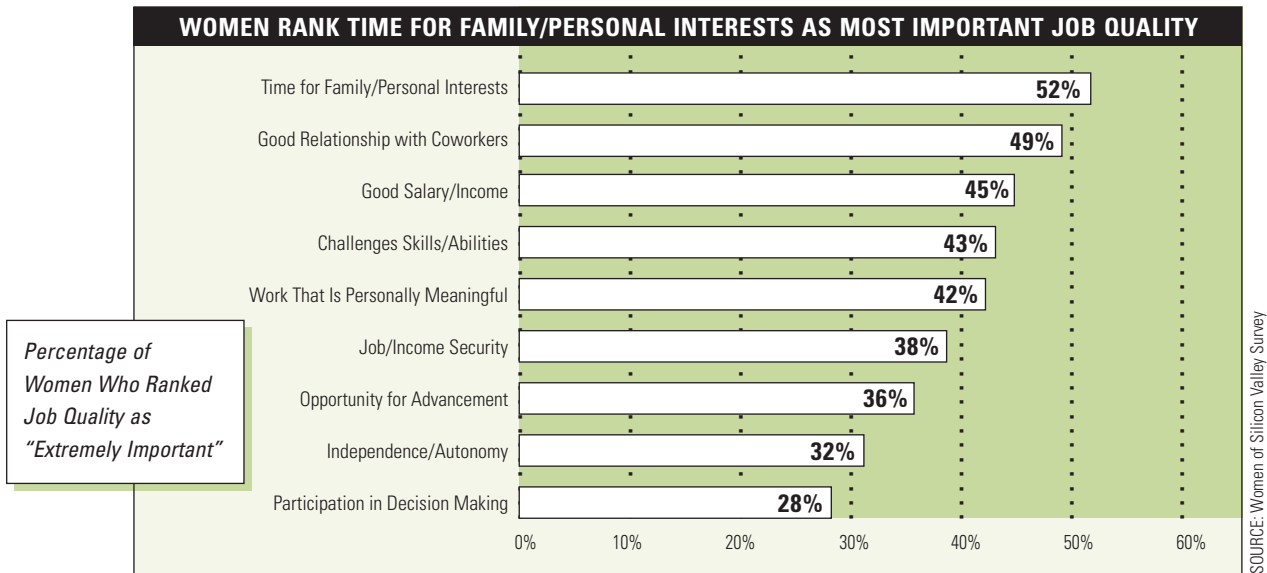
The Women’s Technology Cluster (WTC) is the first technology incubator center focused on helping women entrepreneurs accelerate, launch, and fund successful software, multimedia, Internet, and networking start-up companies. Each of the start-ups housed in the WTC receives furnished office space, business consulting and mentoring services, discounted health insurance and long-distance rates, and shared staff support and facilities. More important, they have access to a network of experts, business mentors, and programs that help them attract capital investment.

A unique feature of the WTC is that it achieves both economic and social goals. Each new business entering the WTC contributes a small percentage of the firm’s equity into a Venture Philanthropy Fund. The Venture Philanthropy Fund becomes an indexed portfolio of stock options in the businesses that join the WTC community and its network of community and business partners. Income from the Fund will provide grants to sustain the WTC and to support other nonprofit programs in the community addressing social and economic change.

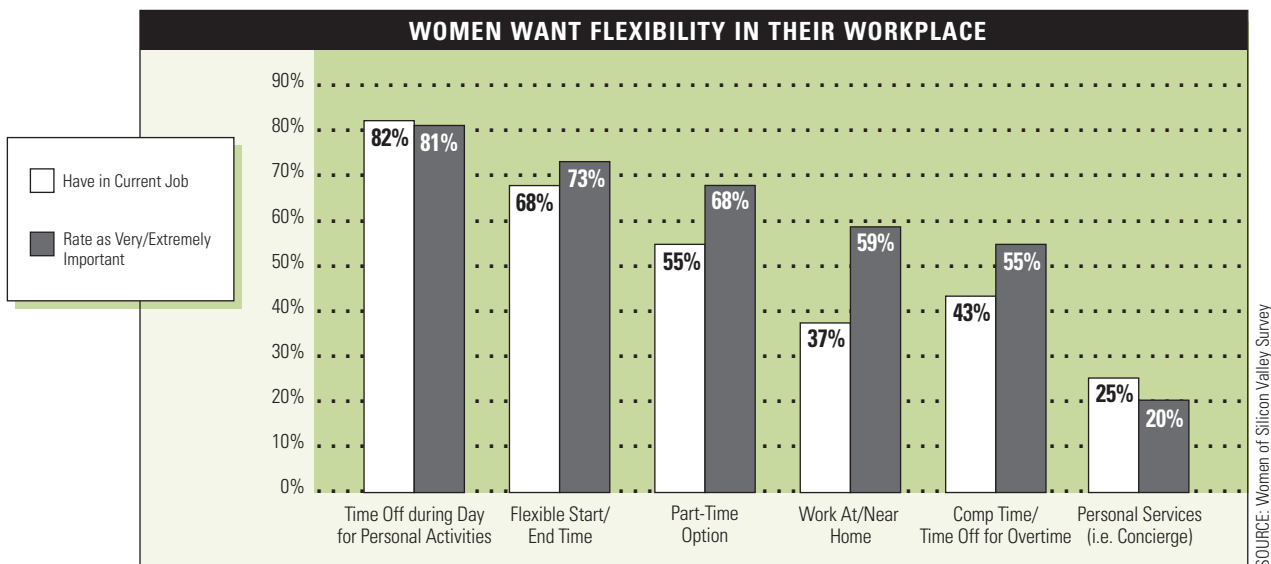
www.womenstechnologycluster.org

Our New Realities Require Flexibility and Control, but Workplaces Are Not Yet Providing Them

More than any other job quality, work that allows time for family and personal interests is extremely important to 52% of women. This fact is not surprising, given that women view their lives as multidimensional.

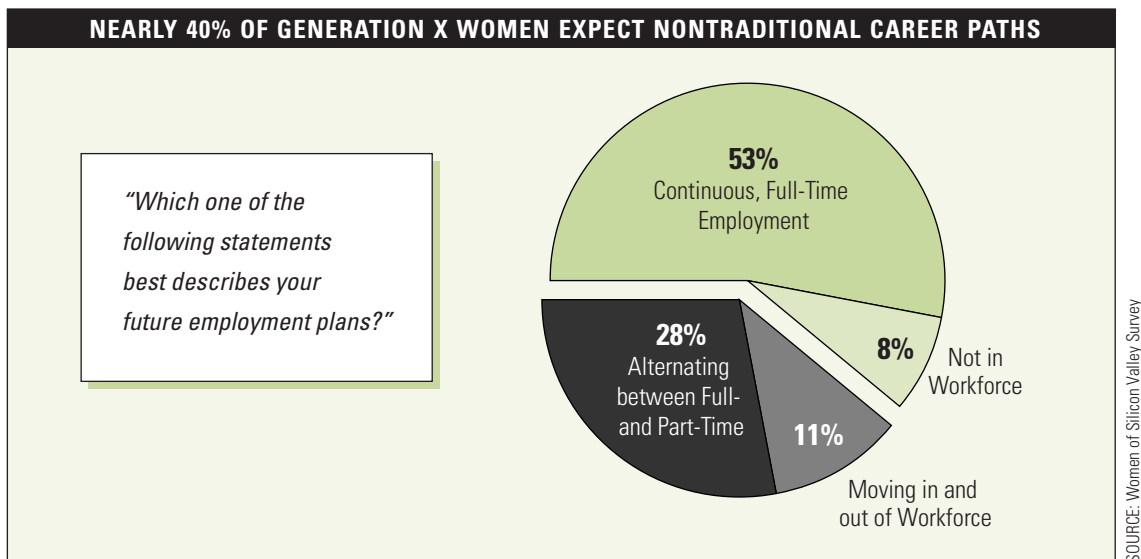


Women value flexibility/control over their schedules more than workplace perks. Fully 81% of women say it is important to have time off during the day to take care of personal activities and 73% say it is important to have a flexible start and end time; only 20% say having personal/concierge services available at work is important. The most significant gap between women's values and employment options is the opportunity to work at/near home (59% value highly; 37% have). Employers should keep in mind that more than anything else, women want control and flexibility over where, when, and how long they work.



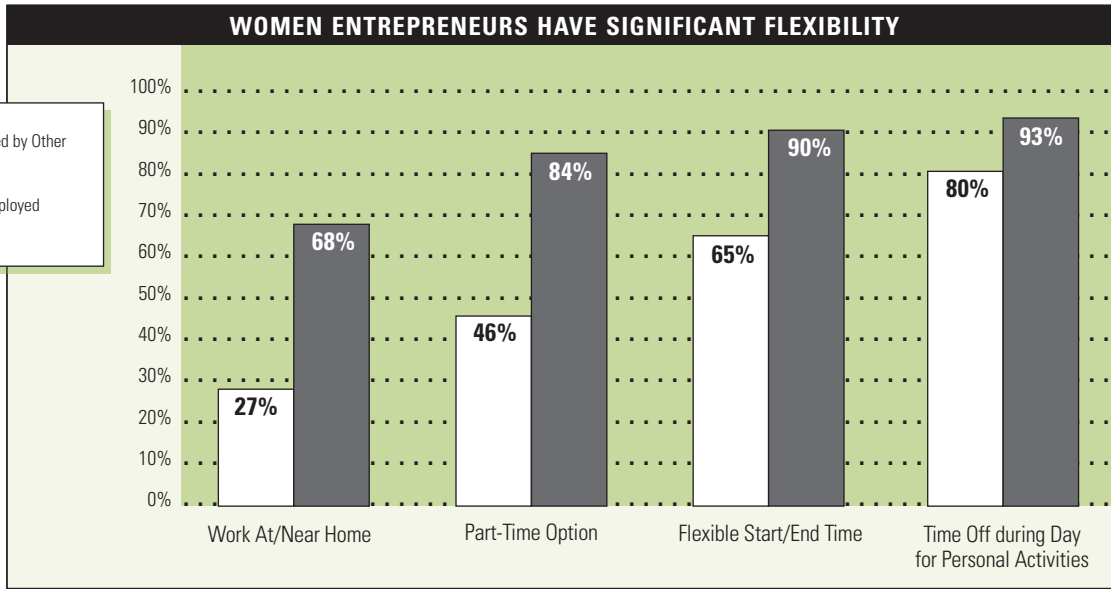
About half of women (51%) rate their employer as extremely or very accommodating to the demands of personal and family life. Women who work in education and the private sector are slightly more likely to rate their employers as extremely or very accommodating than are women who work in the nonprofit and public sectors.

Nearly 40% of GenX women expect a nontraditional career path: 28% expect to alternate between full- and part-time work; 11% anticipate moving in and out of the workforce over time. In the new economy, employees want more choices in how they shape their careers. Just as people have come to expect more customized products and services as consumers, they are also beginning to think of customizing careers to fit their changing lives.



Although demand for part-time work is high (69% of women in Silicon Valley rate it as extremely or very important), only 55% of women have employers who allow that type of career customization. In large companies with greater than 500 employees, fewer than half (45%) of women employees have the option to scale back their hours. A 1997 Catalyst study⁷ found that part-time arrangements were viewed as “accommodations,” rather than as an integrated strategic means for managing work and people. As a result, employees who would like to work part-time believe it will compromise their advancement opportunities. The lack of viable part-time options may have a significant cost for companies, as talented women become self-employed in order to create the kind of customized career path their employers failed to provide.

A key reason women become self-employed is to create the flexibility that they do not find in traditional employer relationships. Self-employed women have significantly more control over their work schedule and career path than have women employees. Compared to employees, self-employed women (including both free agents and business owners) are significantly more likely to work part-time (44% versus 15%) and from home everyday (45% versus 13%). Self-employed women also report being “very satisfied” more often than women employees in work life (56% versus 42%) and in life overall (71% versus 59%).



I N N O V A T I O N : W A Y S T O C U S T O M I Z E W O R K

FLEXIBLE WORK OPTION	DESCRIPTION
Flexitime	Combines “core time” when all are expected to be at work and “flexible time” when employees may or may not be present. Employees are usually expected to work 40 hours/week. Variations include length of day, and starting and quitting times. More common with managers, professionals, technicians, and sales staffs than manufacturing and service workers.
Flexiplace	Applies to any number of arrangements where the employee works off-site, either at home or in a satellite office, commonly known as telecommuting. Also known as “virtual office”; staff are supplied with all necessary equipment.
Compressed Work Week	Usually a 40-hour work week is compressed into less than 5 days. The two most popular condensed weeks are four 10-hour days, and the “9-80” model, which is five 9-hour days in one week followed by four 9-hour days the next with every other Friday off. Fields where it is most commonly used are entertainment/recreation, health care, and government.
Job-Sharing	The voluntary arrangement in which two people share a single job with salary and benefits pro-rated. Especially popular in health, education, and legal sectors.
Leave Time	An authorized absence from work that may or may not be paid but does not risk loss of employment rights. There are varying policies about the continuation of benefits during the leave period, reasons for which range from family or education to need for personal or leisure time.
Voluntary Reduced Work Time (V-Time)	Either ad-hoc or part of a formal program whereby employees are given the option of reducing hours (from 2%-50%) and compensation for a specified period of time (6 or 12 months, for example). At end of agreement they can either return to full-time work or renegotiate V-Time.
Permanent Part-Time Work	Most positions require more than 20 hours/week but less than 40 and include job security as well as all other rights and benefits but often on a pro-rated basis. Major increases have occurred in health services, banking/finance and insurance.

SOURCE: “Flexible Work Options: A Summary,” Kim Bush, <http://www.context.org/CLB/IC37/Bush1.htm>



Regional Commitment to Social Innovation

The story of women in Silicon Valley today is one of unmistakable progress, but also one of unremitting pressures and untapped potential. Women have more options than ever before to earn a living and do paid work that is rewarding. But women are struggling with real pressures that impede their participation and advancement. Women's full potential to contribute to the economy remains untapped. And the significant, permanent shift of women from unpaid home and community work to paid professional work brings new challenges about how to care for families and community in the new economy.

This new economy has not brought all the progress it can to our lives. We have gone partway through a transition. The economy has changed fundamentally, and women are in the workforce in large numbers. People, companies, and the community are clearly reacting to change; they are improvising on a daily basis. But we have not yet transformed and realigned our workplaces, our communities, and ourselves fundamentally to these new realities. We have not yet realized the full potential of the new economy to improve our lives.

Further progress will require social innovation on a regional scale. Economic change creates the need, and provides some of the tools and opportunity, for widespread social innovation. If we are smart, we can pioneer creative solutions to achieve what we want most: time for life, access to opportunity, strong family and community life, and sustainable economy.

The solutions will benefit us all—women, men, and children; companies as well as community. But we will need fundamental change in our mind-sets, practices, and institutions.

The alternative has costs—personal and social—and, arguably, is not sustainable for companies and the economy of the region. People will not bring their full creative potential to the workplace. Shortages will continue in high-demand occupations. Companies will continue to lose people to the world of self-employment and entrepreneurship who would prefer to remain employees. The region will lose talent to other regions that can offer the opportunity for quality work and a quality life; we will attract but not retain the world's most talented people. Growing numbers of residents will lack a shared stake in Silicon Valley's future. And, most troubling, we will risk what ultimately matters most: our children and the legacy we leave to future generations.

Six Commitments for Social Innovation

As it has led in technology innovation, Silicon Valley can also lead in social innovation. The region's economy was sparked and shaped initially by people who fled traditional ways of organizing work and society on the East Coast. As far back as 50 years ago, Silicon Valley people and institutions pioneered

less-formal, less-hierarchical workplaces and social orders. More recently, they pioneered progressive employee benefit and ownership programs. Going forward, the region needs to rediscover its roots as radical inventor of new and effective cultures and institutions.

Achieving the full potential of the new economy for women's lives—and for men, companies, and the community—will require that we make six key commitments:

- We redefine “success” as the whole-life approach: work life, home life, and community life.
- We customize paid work to fit our lives, both on a daily basis and over our lifetimes.
- We redouble efforts to make women full partners in the region's technology revolution.
- We reinvent family supports, including child care and elder care, aligned with the realities of our lives.
- We raise up women in low-wage positions, ensuring that their work pays and leads somewhere.
- We recreate civic life, for both women and men.

These commitments are arenas for social innovation and represent a vision of how life could be in Silicon Valley.

COMMITMENT #1: We redefine “success” as the whole-life approach—work life, home life, and community life.

As individuals and as a community, we act on a new definition of success. Our culture supports success in paid work and in the other two cornerstones of life—home and community—as a new definition of progress. We share responsibility for creative solutions, so that we can have multi-dimensional lives and a balanced community.

We adopt a long-term view that marries economic efficiency and social efficacy. We shift our horizon to a longer-term focus on sustaining people and companies and creating a region that can both excel and last.

Both men and women contribute to the professional, private, and community spheres and draw on them for their sense of worth and identity. We recognize that accomplishments and support in personal and community life make people better contributors in the workplace. We value the unpaid work done in homes and the community by both men and women.

We move beyond thinking that balancing paid work and other aspects of life is the problem of mothers or women, and we acknowledge this as a critical issue for the long-term sustainability of Silicon Valley people, companies, and other institutions.

“To view the struggle for balance between paid work and the rest of life only as a personal one, waged in private, is to ignore the larger trends that are tipping the scales. It is not just a personal choice; nor simply a matter of personal balance. It's a question of how work is—and should be—organized and rewarded. It's a question of a balanced society.”

— Robert Reich, Author,
The Future of Success

COMMITMENT #2: We customize paid work to fit our lives, both on a daily basis and over our lifetimes.

We organize paid work in ways that create time for life—that allow people to meet their obligations and interest in employment as well as their obligations to family, friends, and community. We organize work in ways that respect and protect people’s time for life and create a fairer playing field for people with responsibilities and interests outside work. We find creative ways to meet and manage ever-escalating customer expectations, while ensuring that individuals have time and energy for the rest of their lives. We move from thinking about work-life quality as a separate set of programs or benefits or a concern of mothers or women only, toward being central to the way Silicon Valley retains talent and sustains success.

“The new economy offers the opportunity to shape work to fit our lives, rather than our lives to fit our work. We would be mad to miss this chance.”

—Charles Handy, Author,
The Hungry Spirit

customer expectations, while ensuring that individuals have time and energy for the rest of their lives. We move from thinking about work-life quality as a separate set of programs or benefits or a concern of mothers or women only, toward being central to the way Silicon Valley retains talent and sustains success.

Women and men create customized career paths that match the fluidity of their lives over time. If standardized, one-size-fits-all career paths characterized the old economy, customized careers come to typify the new. The time and energy that people can put into their paid work fluctuate over the course of their lives. But rather than

“losing” this talent, Silicon Valley companies widen options for how

people contribute and stay connected to their employment and networks. Women and men have a series of work arrangements—employee/free agent, full-time/part-time employee, team leader/individual contributor—that keep them learning, growing, and advancing in a company, industry, or profession as their lives change over time. Companies develop new ways to measure, reward, and advance workers based on contribution, rather than commitment of time. Acceptance of non-full-time employment is widespread, including professional part-time work and job sharing. Breaks in the full-time continuity of careers are expected and do not derail advancement opportunities.

“This sense that ‘I am a whole person’ is particularly strong for our younger recruits. They say to us, ‘I want to have a good career, but will not give up my whole life to do it.’”

—Mary Jean Connors,
Vice-President, Knight
Ridder Corporation

We leverage technology to increase options for how we integrate our lives. Rather than enabling people to work round the clock, technology enables us to manage and integrate our private and work lives better. We can, for example, check in with our children from our computer monitors. We continue to seek opportunities to use these new technologies in our homes and workplaces to give us more flexibility in where and when we work.

The results: The productivity and commitment of employees skyrocket, as does the long-term viability of Silicon Valley firms.

Decades of research that documents the link between a balanced life, increased productivity, and profits is affirmed by the experience of Silicon Valley companies.

INNOVATION : CUSTOMIZING WORK TO FIT LIFE

Companies are innovating ways to provide employees with more flexible work options.

Restructuring Work Schedules. At Hewlett-Packard, customers were increasingly asking the company to send engineers to troubleshoot equipment problems on weekends. The company wanted to be responsive, but employees were unhappy about the extra hours and the company's overtime bills were increasing. The workers in one group redesigned their work schedules to create a weekend shift that met business and employee needs. Two engineers volunteered to work three 12-hour days Friday through Sunday, and Monday mornings. The results: happier employees, satisfied customers, lower overtime expenses.

Part-Time On the Fast Track. Although it is in high demand, part-time professional work that is challenging, valued, and keeps an ambitious career moving forward is hard to find. Some law, consulting, and accounting firms are leading the way by providing part-time arrangements that allow employees to stay on the partner track. They are abandoning fixed, traditional notions of career paths and trying to create as many customized career paths as they have talented people. Last year, the law firm Baker and McKenzie elected, for the first time, an international partner who works part-time.

Working Virtually Anywhere. Sun Microsystems pioneered drop-in centers—facilities closer to employee homes that offer office suites and support. Employees use the centers on days when they have other responsibilities close by or to avoid peak traffic times. Now, Sun is developing a formal work-from-home program that includes fully outfitting employee home offices and training employees and their managers about working virtually.

Sources: San Jose Mercury News, Sun Microsystems

“This year, we are electing for the first time a part-time international partner. She happens to be a woman. She could have been a man as well. We’re very pleased this is happening because it is a signal that it can be done, that you can very well go to the top of the profession, operate as a partner in a law firm and yet you are going to conduct other activities.”

—Christine Lagarde,
Chairman,
Baker & McKenzie

COMMITMENT #3: We redouble efforts to make women full partners in the region's technology revolution.

In the desired future, Silicon Valley is a model and national catalyst for recruiting and retaining women in technical professions and technology companies. Leaders visibly work together to develop and execute a regional strategy for making women full partners in Silicon Valley's technology revolution, as technical professionals and as leaders and founders of technology-based companies. As a result, companies face less acute talent shortages, more innovative ideas spring from diverse perspectives working together, and women enjoy rewarding work.

We scale up successful efforts to interest girls and young women in technology careers. All girls have access to after-school initiatives, such as computer clubs and camps, that expose girls to and interest girls in technology. We revamp computer education in high school, integrating it across the curriculum and focusing it on application areas of student interest. We take seriously the reservations girls and young women express about the tech culture and tech careers and work to change their perceptions or, where their criticisms are valid, the reality.

"The genius of women in the information technology industry has not been tapped. The companies that finally figure out how to tap into that genius are going to eat everyone else's lunch."

—Dr. Anita Borg, President,
Institute for Women
and Technology

Women, both technical and nontechnical, are active in conceiving and creating new technologies. In the future, women are a larger share of graduates in engineering and computer science degree programs from Silicon Valley institutions. Women graduates come from all walks of life—U.S. and foreign born, Anglo, Asian, Latina, and African American. Women move from being primarily consumers of technology to becoming creators as well. Women with nontechnical backgrounds have a louder voice and a greater role in identifying and articulating technology needs.

We have more innovative pathways to bring women into technical fields later in life. We are creative and aggressive in how we move women without college or technical degrees into the technical workforce. We expand access to technical training, leading to recognized certification at community colleges, technical schools, and community-based organizations. We develop fast-track professional degree programs and certifications for women with nontechnical majors in college.

Women entrepreneurs found and lead increasing numbers of technology companies. The momentum generated in the 1990s boom years is sustained through times of more moderated growth. The generation of 1990s entrepreneurs becomes the first generation of serial entrepreneurs and a powerful expanded pool of venture investors, mentors, and community leaders. The networks and support systems developed to support women tech entrepreneurs are leveraged to help an even broader group of women free agents and small-business owners.

On a large scale, Silicon Valley technology companies pioneer work environments where women succeed. Through top-down leadership and bottom-up engagement, people address the cultural factors of organizational life that discourage and disadvantage women. Examples include using time as a measure of commitment, undervaluing preventive leadership, and promoting singular images of leadership. This work is hard, but pays off for women, for men, and for organizations.

INTERVENTIONS WORK, BUT ARE NOT YET SCALED

Silicon Valley and the Bay Area have been a hotbed for innovative approaches to address the underrepresentation of women in engineering, science, and computing fields. These approaches include initiatives to:

- *Stimulate interest of girls and young women in technology*, often by showing them that technology can be used for interesting and worthwhile purposes and to offer more positive images of technology culture. Examples include the Digital Clubhouse, Tech Trek Summer Camp, and the Expand Your Horizons Workshops.
- *Support college-age women pursuing technical professions* by pairing them with a mentor in industry. An example is MentorNet.
- *Create alternative pathways to technical careers that don't require a four-year degree*. Examples include the Cisco Networking Academies, in-house company training initiatives, and community college offerings.
- *Support women working in technology professions* with networking opportunities and career mentoring. Examples include Society of Women Engineers, Systems, GraceNet, GirlGeeks, HP Technical Women's Network, and WITI.
- *Involve women in developing new technologies*. The Institute for Women and Technology operates a Virtual Development Center where technical and nontechnical women brainstorm, research, design, and prototype new technologies.

Experimentation has demonstrated that interventions to encourage women in technical fields work. (For more information, see www.iwitts.com, mentornet.org, iwt.org.)

COMMITMENT #4: We reinvent family supports, including child and elder care, aligned with the realities of our lives.

We recognize that caretaking and family life are critical to the long-term success of a knowledge-based economy. Families support, produce, and nurture our most critical economic resource: our future talent. Family life affects the attitudes, abilities, and interpersonal skills of our current and next-generation workforce. And in a fast-changing, uncertain world, our families—defined in many different ways—provide grounding. We view family care not just as a private problem, but as a shared regional interest and develop a strong care economy to underpin our new economy.

We create new family supports for the new economy, aligned with the realities of our lives and employer needs. This task includes child care, but also support for people to care for ailing parents, partners, friends, and self. We see that women and men who are caught in the “sandwich generation,” between child care and elder care, have the necessary support systems.

Companies respect workers' time for parenting and other important relationships. Companies find creative ways to help people be better parents, family members, and friends by creating space and bringing resources into the workplace.

“Creating family supports, such as child and elder care, is as fundamental to the new economy infrastructure as fiber optic cable and fast computers.”

—Linda Tarr Whelan,
President, Center for
Policy Alternatives

Silicon Valley develops a collaborative, regional approach to caring for children when parents are working: in their jobs, at school, and in the community. The region moves from a patchwork of noble efforts toward a high-functioning child-care infrastructure. By joining forces—business, education, community, philanthropy—we invent new child-care supports aligned with the realities of the new economy: unpredictable hours, multiple shifts, evening training and community activities. We make it easier to increase care

capacity where we work and live: in companies, neighborhoods, and innovative mixed-use sites. We encourage employers to provide child care and eliminate regulatory obstacles. We create new community centers—or reinvent schools as community centers—that integrate child care with other health, learning, and family services.

“At RSP Manufacturing, we created a library of children’s books and audio tapes, in Spanish and English, for employees to check out and take home to their family. The ‘Bring Me a Book’ program said that we care about families and education. Because our lives are so busy today, employers should bring more resources into the workplace to reduce stress and enrich lives.”

—Judy Buchanan,
former CEO,
RSP Manufacturing

We find the resources to subsidize care for working parents who need it. As a region, and especially as influential businesses, we advocate successfully for state funding to subsidize child care for poor parents. We also identify and leverage local sources of funding, including local governments, corporations, and philanthropy. Our efforts to build a child-care infrastructure do not widen the equity gap; we ensure that all our children will receive quality care before kindergarten and in nonschool hours.

We raise the pay of caregivers. We value our caregivers and pay them a wage that provides dignity and livelihood. We also invest in their education and training and in the quality of their professional work experience. This investment in child care professionals attracts more people into the profession, mitigating workforce supply problems, and increases the quality of care for children.

As a result of this commitment, women and men are able to raise their children and to advance in their jobs. Employers no longer suffer productivity loss when parents don’t have stable care and backup care. They retain women employees who saw part-time work or self-employment as the only solution to family dilemmas. And children’s well-being—their ability to learn, love, and contribute—is safeguarded.

I N N O V A T I O N : U N I V E R S A L , I N S T R U C T I O N A L C A R E F O R C H I L D R E N U N D E R S I X

A number of states and regions nationally are adopting the “Success by 6” idea: universal instructional care for children under six as part of the education process. Kids can’t achieve from kindergarten on unless the preparatory work is done before they start through quality child-care and preschool programs. A national study, which tracked children for 27 years, found that each dollar spent on high-quality preschool programs saved \$7 in future spending on criminal justice, welfare, and other social programs.

Santa Clara has become the first county in California to ensure that all children under six will have access to health care. Could we build on this platform to ensure that all children under six have access to quality child care and preschool?

COMMITMENT #5: We raise up women in low-wage positions, ensuring that their work pays and leads somewhere.

We raise wages and provide income support for people working full-time but not earning a sustaining wage. Examples of income support policies include minimum wage, earned income tax credits, and subsidies for health care, child care, and affordable housing. We recognize that lower-skilled work is essential to our economy and to our personal lives. As a society, we ensure that women and men in low-skilled work can earn a livelihood and meet basic need, and can invest time and resources to advance themselves.

We support career mobility for all employed people in low-skill, lower-paying jobs who want to advance. The reality of Silicon Valley's new economy is that it creates a job mix like an hourglass: heavy at the very top and very bottom. As employers and community, we ensure that low-wage jobs are not a "sticky floor" but become a springboard to better opportunity. This change includes tailoring and expanding career services that help women with the highest risk of exclusion—the low-skilled, the pink-collar worker—create and climb career ladders. Getting a job is not enough—retaining and advancing from a position requires supporting the entire person, including their transportation, housing, and child-care needs.

We take steps to ensure that lower-wage workers can have a real stake in Silicon Valley's future. The region extends support for entrepreneurship to small businesses and microenterprises started by lower-income women. It leverages regional resources to match private savings for education, business ownership, and home purchase.

"Welfare to Work in the 90s provided a bridge into the workforce for lower-skilled women. In this new century, our region must increase its support for women who are part of the 'working poor' to help them access and move up the ladder of opportunity."

—Martha Kanter, President,
De Anza College

I N N O V A T I O N : CAREER MOBILITY FOR LOW-SKILLED WOMEN

Temporary Workers Employment Project. Working Partnerships operates an innovative intermediary organization to improve career prospects for clerical workers in Silicon Valley. Working Partnerships' 1996 report, "Shock Absorbers in the Flexible Economy," found that Silicon Valley has nearly triple the national percentage of people employed in temporary agencies and that 40% of temporaries are clerical/administrative workers, primarily female. The Project was designed to address common challenges facing clerical workers: lack of training and career development, lack of benefits, failure to receive timely notice of assignment termination. The project provides job placement services and more. It provides job skills training and skills certification, guarantees a living wage of at least \$10.00 per hour, customizes assignment flow to worker and employer needs, provides portable health and pension benefits through a member association, and leads a public advocacy campaign to improve working conditions throughout the temporary help industry.

Springboard. A for-profit company founded by young "social entrepreneurs," Springboard connects corporations in need of entry-level workers with underemployed people. Springboard does more than help workers find jobs; it provides unique support after an employee gets a job. Employees are assigned on-site mentors who help employees navigate the workplace. Springboard helps workers identify their career passions and get the training and work assignments needed to realize them.

www.atwork.org and www.svcv.org/springboard

COMMITMENT #6: We recreate civic life, for both women and men.

We recognize that the large-scale participation of women in the paid workforce has changed civic life. We invent new forms of civic involvement aligned with the realities that both women and men have hectic schedules, but have valuable skills, networks, and perspectives to contribute to civic change.

We create new ways to tap the talents, perspectives, and resources that women bring to the civic table. The region leverages diverse sources of female civic leadership: at-home moms, executives, young professionals, self-employed free agents, new economy entrepreneurs, ethnic/cultural influentials, accomplished retirees.

“The enormous growth in the number of women CEOs and venture capitalists in the last decade has provided Silicon Valley with a significant new pool of women leaders. These new role models will be important influencers of change in the new millennium.”

— Denise Brosseau,
CEO, Forum for Women
Entrepreneurs

We value people who invest their time and talents in unpaid community work and help people transition in and out of this pool.

When people back off from paid work, our region helps them navigate full- or part-time “civic careers” as important unpaid contributors to the community. As a result, we strengthen the connections between the public, private, and civic sectors.

We create space and time in the workplace for people to meet civic obligations. We accept the reality that people spend significant time at the workplace and take our cues from its leaders and culture. Workplaces play an increasing role in connecting people to the community—for volunteering, philanthropy, civic leadership, civic engagement.

Both women and men contribute to community life—at both strategic and tactical levels and in both the grassroots and high-profile spheres. Women and men share responsibility for contributing to community life and developing civic institutions.

Making Commitments for Change

Change will require that many people and organizations think and act in new ways. The path forward begins with using the information in this report to spark regional dialogue, connect committed leaders, and measure progress over time.

Regional Dialogue

The broad issues raised in this report—time for life, customizing careers, family care, increasing opportunity—affect all of us in Silicon Valley one way or another. But too often, we view our struggles to navigate life and work in the new economy as strictly private. Instead, we need to talk more with each other about our experiences and what kind of economy and society we want to help create. We need to make our personal dilemmas shared public concerns.

The framework and findings of this report offer a foundation for broad-based civic dialogue throughout Silicon Valley—in workplaces, homes, neighborhoods, schools, faith centers. We can share our personal stories. We can determine how each of us can work for change.

Connected Leadership

Women are already playing a critical role as change agents in their everyday lives. But now, more than ever before, women are in a position to effect change on a more systemic level. In leadership positions, with more powerful resources, networks, and experience, women leaders are increasingly in a position to work together as catalysts for change. One clear opportunity is to build new connections among women leaders—of diverse ages, cultures, and communities—to address shared challenges and concerns.

But it is not enough to get women into leadership positions; women and men must work together to address the fundamental issues raised in this report.

Clearly, federal and state leadership could help. But we should not wait for national policymakers to figure this problem out. We should start making change in our own dynamic region, now.

Measured Progress

The dearth of good information about women and our regional economy was a key impetus for this report. Building on this new baseline, we must now measure what matters most to women over time. Just as the *Index of Silicon Valley* tracks general measures of progress in the economy and quality of life, we must measure progress in women's participation, contributions, and priorities in the new economy.

In these ways, Silicon Valley can provide essential leadership not just for the new economic age, but for the new society. Both women and men will benefit enormously from this leadership, and we will be able to say definitively that the new economy has brought progress to our lives.

“As community and business leaders, we need to focus our attention on those areas that will help Silicon valley continue to thrive and grow. A key to accomplishing these goals is providing training, education, and opportunity for women—and in so doing, we’ll help create a legacy of hope and prosperity for this region and for the next generation.”

— John Morgridge,
Chairman, Cisco Systems

SHAPING HISTORY: WOMEN SPARKED SOCIAL INNOVATION IN THE PROGRESSIVE ERA

Women were the initial catalysts for social innovation in the late nineteenth century and through the Progressive Era. As industrialization and urbanization advanced, women leaders saw both the inevitability of change and its dire consequence for many people. They launched experimental new initiatives and then advocated for systemic social reforms. They established private agencies and mutual aid societies to care for poor women, the sick, neglected children, immigrants, and others in need. But they also agitated for new policies and support for people least able to weather the economic change. They saw themselves as stewards not just of their homes, but of the broader community.

Notes

Definition of the Silicon Valley Region	
Santa Clara County	San Mateo County
All zip codes	Menlo Park 94025
Alameda County	Atherton 94027
Fremont 94536-39, 94555	Redwood City 94061-65
Union City 94587	San Carlos 94070
Newark 94560	Belmont 94002
Santa Cruz County	San Mateo 94400-03
Scotts Valley 95066-67	Foster City 94404
	East Palo Alto 94303

End Notes

¹ See “High Tech Specialization: A Comparison of High Technology Centers” (Brookings Institution, January 2001) and Comparative Analysis (Joint Venture: Silicon Valley, 1997).

² Managers/officials include occupations such as executives, middle management, plant managers, department managers, and superintendents. Professionals include people in occupations requiring either a college degree or experience of such kind, such as accountants, artists, engineers, lawyers, nurses, and teachers.

³ See “The Great Escape,” Fortune Small Business (www.fsb.com).

⁴ Self-sufficiency wage for Santa Clara County is reported by Equal Rights Advocates “Summary of the 2000 Self-Sufficiency Standard for California” <http://www.equalrights.org/welfare/ssavg/htm>.

⁵ See “IT Women in Silicon Valley,” March 13, 2000 (www.computerworld.com).

⁶ For purposes of this Section, Bay Area institutions include Cogswell Polytechnical College, Heald Institute of Technology, Menlo College, San Francisco State University, San Jose Christian College, San Jose State University, Santa Clara University, Stanford University, University of California-Berkeley, University of California-San Francisco, University of California-Santa Cruz, University of San Francisco.

⁷ “A New Approach to Flexibility,” Catalyst 1997.



Recommended Readings and References

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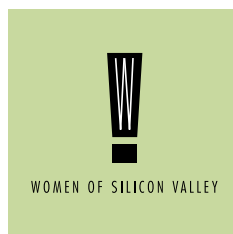
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Virginia Johnson, Vani Kola, Sheri Stonier-Montoya



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