



The NCWIT Workforce Alliance

What Is NCWIT?

NCWIT is the National Center for Women & Information Technology. We are a coalition of members representing over 100 prominent corporations, academic institutions, government agencies, and non-profits working to increase women's participation in information technology (IT). We believe that inspiring more women to choose careers in IT is a compelling issue of innovation, competitiveness, and workforce sustainability.

NCWIT's work connects efforts to increase women's participation in IT along the entire pipeline, from K-12 and higher education through industry and academic careers. NCWIT leverages the work of organizations across the country through a national infrastructure of alliances, workshops, research, publications, and evaluation. NCWIT encourages its members to undertake institutional change within their organizations, and provides them with the tools and support to be change agents. Member organizations identify and implement best practices for recruiting, retaining, and advancing women, and through NCWIT, work to build accelerated results.

- » Four NCWIT alliances address IT reform along the entire educational and career pipeline, with programs in K-12 education, college-level outreach and curriculum reform, corporate recruitment and retention, and entrepreneurial endeavors. Alliance members share their reform experiences, glean best practices, recycle what works, and participate in IT image and reform campaigns. Together, we can make a bigger difference than if each organization acted alone.
- » National, bi-annual meetings focus on topics such as innovation, diversity of thought, K-12 education, and organizational change, as well as research-driven best practices for recruitment, retention, and institutional reform.
- » Top-notch materials and resources provide the tools to raise awareness within their organizations, reach out to targeted populations, and implement reforms. From research papers and practices to multimedia and outreach resources, NCWIT materials are compelling, well-researched, and easy-to-use.
- » End-to-end project management and evaluation pervade all of NCWIT's work. Professional project management and metrics collection ensure that we meet our program and national goals. Access to leading edge social science research focused on girls and women in IT gives members a research-basis for their actions.



NCWIT is a 501(c)(3), established in 2004. Visit us at www.ncwit.org.

What Is the NCWIT Workforce Alliance?

The NCWIT Workforce Alliance (WA) works to recruit and retain more women into IT occupations and leads NCWIT's efforts in corporate institutional reform. Workforce Alliance members are dedicated to improving the IT industry and profession in order to increase and value the participation of women and other underrepresented minorities. The Workforce Alliance facilitates ongoing projects, such as research concerning women's career issues; contributes promising practices and ideas for career development and industry programs; provides advice about K-12 and higher-education outreach programs; and supports NCWIT and its national advocacy mission.

How Do Companies Benefit from Workforce Alliance Participation?

Increasing women's participation in IT has clear returns for a company's revenue, workplace environment, and product development. Increasing women's participation in IT not only taps into a 50 percent larger talent pool, but by including employees with a broad range of experiences and problem-solving solutions, companies broaden the opportunities for innovation. A recent study of technical patenting in the U.S. found that IT patents produced by

mixed-gender teams were the most highly cited (NCWIT, 2007). A study of more than 300 Fortune 500 companies found that those with the highest representation of women in their senior management teams had a 35 percent higher return on equity and a 34 percent higher return to shareholders (Catalyst, 2004).

NCWIT Workforce Alliance members receive many benefits from their participation, including:

- » Access to promising practices for recruitment and retention.
- » Access to NCWIT research, programs, and site visits from NCWIT scientists.
- » National forums for discussing challenges and sharing ideas.
- » Connections with K-12, universities, and non-profits to leverage education, outreach, and recruitment efforts.
- » Publicity through NCWIT's website, bi-annual meetings, national campaigns, reports, and sponsored research.

What Has the Workforce Alliance Accomplished?

NCWIT works with Workforce Alliance members to support their unique, expressed needs, which may include data collection, research, resource creation, access to current information (via workshops and speakers), advocacy programs, and pipeline development ideas. Since 2007, NCWIT has provided Workforce Alliance members with the following resources:

Research, Reports, and Insight

- » *Who Invents IT? An Analysis of Women's Participation in Information Technology Patenting*, the first-ever report of its kind, looks at the rates of women's technology patenting and the correlation between innovation and gender diversity.
- » *The Culture of Open Source Computing*, an NCWIT literature review on women and open source software
- » *Women in Technology: Maximizing Talent, Minimizing Barriers*, co-sponsored with Catalyst and made available only to WA members, is a large-scale survey of IT employees that examines the culture in IT companies and women's perceptions, experiences, and levels of satisfaction in these companies.
- » *The Athena Factor: Reversing the Brain Drain in Science, Engineering, and Technology*, produced by the Center for Work Life Policy, was made available to NCWIT WA members through sponsorship of the report's launch reception.
- » *Climbing the Technical Ladder: Obstacles and Solutions for Mid-level Women in Technology*, co-sponsored by NCWIT and made available to WA members, a research report by Anita Borg Institute and Stanford University on the barriers mid-level technical women face and promising practices for addressing these barriers.
- » NCWIT provides *high-visibility speakers on relevant research topics*, including Curt Coffman (*First Break all the Rules*), Freeda Kapor Klein (*Giving Notice*), Scott Page (*THE DIFFERENCE: How the Power of Diversity Creates Better Groups, Firms, Schools, and Societies*), Cali Ressler and Jody Thompson (Best Buy's Results Oriented Work Environment or "ROWE" initiative), and speakers on corporate research at NCWIT Practices Workshops.
- » *Individual research support and consultation for members as requested*: NCWIT staff help members develop diversity-related presentations, identify and provide access to relevant data and resources, and vet corporate press releases for accuracy.
- » Speaking engagements at member companies' diversity functions and affinity group meetings.



Organizational Resources

- » *International Women's Day-in-a-box* and International Women's Day campaign.
- » *Mentoring-in-a-box: Technical Women at Work*.
- » Promising Practice: *Patenting Learning Communities: One Way to Foster Diverse Innovation*.
- » Promising Practice: *Military Spouse Reentry Programs: Helping Mid-career Women Return to Work in IT*
- » Promising Practice: *Interview Strategies that Identify Functional Diversity*.
- » Promising Practice: *Establishing Institutional Accountability: One of the Most Effective Ways to Achieve Organizational Diversity*.
- » Promising Practice: *Constructing On-Ramps: Helping Mid-career Women Return to Work*.
- » Promising Practice: *Diversity Paradigms: How Organizations Can Reap the Benefits of a Diverse Workforce*.

Resources for Corporate Community Outreach

- » *Talking Points* (first in a series): “What should you tell a young woman about a career in IT?”
- » *Outreach-in-a-box: Discovering IT*, an all-in-one resource for industry outreach to middle school students.
- » *Computer Science-in-a-Box: Unplug Your Curriculum*, a box for curriculum reform and introducing computing concepts at the K-12 level.
- » Promising Practices: six different case studies for “Introducing Computing in Engaging Ways”.

Events

- » Annual practices workshops and Pacesetters* meetings.
- » Corporate government affairs Roundtable in D.C.
- » Monthly phone calls.

How Does the Workforce Alliance Accomplish Its Goals?

The NCWIT Workforce Alliance has instituted a Work Team structure to focus and accelerate progress in key reform areas. The structure comprises the following three Work Teams:

FOCUS AREA 1: PRACTICES AND OTHER RESOURCES

The goal of this team is to accelerate reform by disseminating information on promising practices for reform. Team members help the NCWIT social science team identify new promising practices as well as areas where more information is needed. Members also suggest potential sources of information and offer feedback on drafts of Promising Practices Sheets, Programs-in-a-Box, Talking Points, and other resources developed by the NCWIT social science team. Commitment involves participating in periodic discussion, development, and review of these resources.

FOCUS AREA 2: IMPROVING THE “READY-NOW” TALENT PIPELINE

The goal of this team is to create access for alliance organizations to pipelines of “ready-now” diverse candidates. Team members will identify and leverage existing programs and tools to create a pipeline of talent accessible to alliance members.

FOCUS AREA 3: INFLUENCING THE POWER-HOLDERS

The goal of this team is to accelerate corporate reform by increasing NCWIT influence at the governing board levels. Members work to increase NCWIT engagement of corporate boards of directors with a goal of increasing awareness of the need for reform within their respective organizations. The team collaborates on the development of awareness materials effective at a board level, and for defining the engagement approach.

When Does the Workforce Alliance Meet?

Face-to-Face Meetings

Since its inception, the Workforce Alliance has met in person twice a year at the NCWIT bi-annual meetings. In 2009, the meeting structure will change to include one annual practices workshop and alliance meeting and one “Pacesetters” meeting. The Pacesetters meeting will bring together academic and industry organizations who are on the cutting edge of gender reform. They will share their progress, successes, and challenges with each other and with visiting organizations.

Monthly Conference Calls

The Workforce Alliance also participates in monthly conference calls. Every other month the Workforce Alliance Work Teams meet to move forward with each team’s projects. On the alternating months the full alliance membership meets. During this meeting, a guest speaker speaks about their research or practice in gender and IT reform, the work teams provide updates on their progress, and other alliance business is conducted.

* The NCWIT Pacesetters program will accelerate the progression of participating NCWIT Academic and Workforce Alliance member organizations from awareness and early practice adoption, through a path of increasing reform, and ultimately to an organizational state whereby the public at large will consider them national role models for women and computing/IT. The program is open to all NCWIT member organizations focused on their own organization’s reform, and is intended to develop and celebrate exemplar organizations. Through their participation in the program, Pacesetters make a public statement of accountability committing to rapid progress in the area of women and computing/IT.

What Are the Workforce Alliance Dues?

Workforce Alliance members have agreed that each company in the Alliance should make a modest annual contribution. Each company in the Workforce Alliance contributes \$15K per year. Two-thirds of these funds go to programs in direct support of Workforce Alliance goals; one-third of the funds help cover NCWIT operational costs.

How Do Companies Join the Workforce Alliance?

NCWIT Workforce Alliance members recognize that women's participation in IT is crucial to building a diverse, innovative, and competitive workforce, and they appreciate the importance of women's technical and creative perspectives in creating information technology that is as broad and creative as the audience it serves. Organizations interested in joining the NCWIT Workforce Alliance typically attend an NCWIT meeting or workshop before committing to the alliance, and sign-on from C-level leaders within the organization is encouraged. New members of the alliance often hear about NCWIT's work word-of-mouth, and NCWIT actively recruits new membership among both IT and non-IT companies whose workforce needs make them stakeholders in women's increased participation.

What is the Workforce Alliance Planning for the Future?

FOCUS AREA 1: PRACTICES AND OTHER RESOURCES

- » *“Women in IT: The Facts”*. This report will synthesize the best available data on technical women in a one-stop, easy-to-use resource. The report will provide a national picture of women's participation in key research and development aspects of IT and offer corporations a tool for evaluating the effectiveness of their programs and practices. Data collected for this report include participation rates of women in technical positions, participation rates of women in leadership positions in IT companies, IT patenting rates for women, gendered salary patterns, and gendered patterns in retention rates for technical professionals, among others.
- » *Patenting Success: Identifying Key Characteristics and Practices that Foster Diverse Innovation*: This is a follow-up research project building on our groundbreaking 2007 patent report.
- » A Stanford University study on IT entrepreneurship, co-sponsored by NCWIT, will be made available to WA members.
- » *Supervisory Program-in-a-Box*: This new *in-a-Box* resource focuses on supervisory relationships in IT organizations.
- » Development of software for identifying unconscious bias.
- » Professional speakers on relevant topics for NCWIT meetings and for WA conference calls.
- » *New Talking Points*: How do I talk to colleagues about institutional barriers? How do I talk to colleagues about “within-group competitiveness” and other majority-minority group phenomena? What do I tell people who aren't convinced we need more women in IT?
- » Promising Practice on Computing/Technology Summer Camps.
- » “Yes, there are IT jobs” fact sheet for parents, counselors, educators, students.

FOCUS AREA 2: IMPROVING THE “READY NOW” TALENT PIPELINE

- » Implementation of an NCWIT-sponsored talent pipeline available to Alliance members, partnering with the military spouses program and other alternative pathway and on-ramp organizations.
- » Provide a bridge between K-12 Award for Aspirations in Computing winners and WA members.

FOCUS AREA 3: INFLUENCING THE POWER-HOLDERS

- » Work with ABI and Catalyst on CEO/CTO roundtables, awareness campaigns, and accountability efforts.
- » Work with board governance organizations to build general awareness of gender/IT workforce issues.
- » Work with corporate government affairs executives in Washington, D.C. to build awareness.

Want to Find Out More?

If you are interested in learning more about the NCWIT Workforce Alliance, please write us at info@ncwit.org.



NCWIT Workforce Alliance Members



Alliance for Science and Technology Research in America (ASTRA)

Burk Kalweit, VP of Business Development



ANITA BORG INSTITUTE
FOR WOMEN AND TECHNOLOGY

Anita Borg Institute for Women and Technology

Caroline Simard, Director of Research



Apple

Irene Kendall, Program Manager -- Diversity



Avaya

Susan Bailey, Vice President of Americas Global Accounts, Channels and Alliances

Sarah Kiefhaber, Customer Service Applications Division

April Massey, Channel Strategy

Cara Spengler, Senior Manager, Quality Assurance



HP

Wendy Carmody, Program Manager, HP University Relations



IBM

Lisa Gable, HR Workforce Diversity Program Manager Women in Technology Initiatives

Margaret Ashida, Director, University Talent Programs



Intel

Steve Tolopka, Senior Principal Engineer
Workforce Alliance Co-chair

Julie Ringel, Program Manager

Kim Warren, Corporate Diversity



Marriott

Page Petry, SVP, Information Resources, Global Field Services

Susan C. Zankman
SVP, IR Finance and Management Services



Medco

Emma Phillips, Senior Director, Human Resources



Bank of America

Jane Kopper, Director, Card Operations & Engineering

Fran Briggs, Senior Change Consultant



Boehringer Ingelheim Pharmaceuticals, Inc.

Anne Wang, Associate Director



CARLISLE & GALLAGHER
CONSULTING GROUP

Carlisle & Gallagher Consulting

Jackie Toole

Workforce Alliance Members Co-chair



Catalyst

Heather Foust-Cummings, Director, Research



Cisco

Van Dang, Vice President, Law and Deputy General Counsel

Phil Sherbourne, R&D Vice President



Colorado Department of Labor and Employment

Mary Ann Roe, Coordinator, e-Colorado Learning Portal



Microsoft

Sean Kelley, Program Director, Global Diversity & Inclusion

Robyn Hendrickson, Program Manager, Diversity & Inclusion

Lisa Calderon, Senior Recruiter



Motorola

Lynn Zielke, Director, IT Project Management



Nortel

Lauren Flaherty, Chief Marketing Officer



Pfizer

Deb Bremer, Vice President of Development & Medical Informatics



Pittsburgh Supercomputing Center

Cheryl Begandy, Corporate Programs and Planning Consultant



Qualcomm

Navrina Singh, Senior Engineer

Angela McCourt, Senior Diversity Specialist, Global Diversity & Inclusion

Lee Wills-Irvine, Senior Manager, Global Diversity and Inclusion

Credit Suisse

Karen Harjes, Director IT and Steering Committee, IT Women's Council

Augie Campos-Marquetti, Head of IT Lateral Recruitment



EDS

Kim Stevenson, Vice President, Information Technology Outsourcing

Karen Charles, Service Delivery Executive



Google

Emily Nishi, Manager, Diversity & People Programs

Dolores Bernardo, Programs Manager, Global Diversity & Talent Inclusion

Robin Jeffries, Usability Lead, UI-team



Sandia National Laboratories

Sandia National Laboratories

Joselyne Gallegos, Senior Manager, Science and Engineering Information Systems

Cindi Reyes, Manager, Information Systems Architectures

Karen Erickson, Distinguished Member of Technical Staff



STATE STREET

State Street

Katrina Munzer



Sun Microsystems

Katy Dickinson, Director, Business Process Architecture

Diann Olden, VP, software



Wal-Mart Stores, Inc.

Carol Mosely, Senior VP of Information Systems