SUSTAINING WOMEN IN STEM

Roundtable Discussion and Policy Forum - March 29, 2016

Connecting STEM Trailblazers: Sustaining Women in STEM Roundtable
Presented by Lockheed Martin Corporation and NASA’s Goddard Space Flight Center
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MESSAGE FROM CHRISTYL JOHNSON

As a child, I watched one of the final Apollo landings with my mom and dad by my side. On that evening, I told them that I would also shoot for the moon and work for NASA one day. They said to me, “you can do whatever you want to do, but always remember – if it’s to be, it’s up to me.” After being exposed to NASA in a laser lab as a summer intern, I chose to pursue a career in engineering to start my journey in STEM. Fast forward all these years and here I am, fulfilling my childhood dream of working for the world’s premier space agency.

I owe a lot to those early inspirations and moments of guidance. Math and science were never easy for me, but my parents, teachers, professors and other sources of positive influence gave me the motivation to see it all through. Unfortunately, many of today’s girls are not as fortunate. While STEM careers abound in a global economy, we need a robust network that is ready to welcome, support and encourage women if they are to keep pace with their male counterparts.

In assembling many of the leaders on this subject, we identified ways of widening the STEM pipeline for young female minds. Because in the end, captivation starts with those first impressions at a very young age, just like it did for me. From there, we discussed how to overcome the obstacles and prejudices that women face, and may continue to face, as they move forward in their careers.

This report provides a snapshot of our conversations. I invite you to read through its contents in the hope that it will spark more conversations in your workplace, families and local communities. By continuing the dialogue, together we can ensure that future generations of female STEM leaders will achieve nothing less than their fullest potential.

Christyl Johnson
Deputy Director for Technology and Research Investments
NASA's Goddard Space Flight Center

EXECUTIVE SUMMARY

Science, technology, engineering and math careers are on the rise in the United States. In the technological age in which we live, science and innovation have become increasingly important as we face the demands of a knowledge-based economy. These are the careers of the future, and nurturing the next generation of STEM workers will help the United States remain competitive in a globalized world. Challenges remain, however, in making STEM careers more inclusive and representative of our diverse society. Women, in particular, face cultural and institutional barriers to pursuing and advancing in such careers. Over the past 20 years, efforts to increase the number of women in STEM fields have yielded disappointing outcomes.

Today’s corporate STEM recruiters are confronted with a lack of qualified female applicants. This in part is attributed to an education system that is failing to prepare children, especially girls, for further study in STEM. There are an estimated 13,500 school districts in America, and each of them has a different benchmark for measuring proficiency in math and science, making it difficult to assess students’ preparedness. In addition,
young girls lack female role models who can show them what can be achieved in STEM careers. When they enter college, women major in STEM at a much lower rate than their male counterparts.

For those women who do earn STEM degrees, many must overcome unconscious bias in their job search. Recruiters and hiring managers, often unwittingly, rank women lower than male candidates because of ingrained prejudices and preconceived notions regarding women in the STEM workforce. And women who do land jobs often do not stay for prolonged periods for such reasons as the lack of a work-life balance, few career growth opportunities and recurring unconscious bias.

On March 29, 2016, NASA and Lockheed Martin Corporation co-sponsored the Sustaining Women in STEM roundtable, bringing together female trailblazers and other thought-leaders to discuss the best practices for the recruitment and retention of women in STEM fields. Held at Lockheed’s Global Vision Center in Arlington, Virginia, the event featured such speakers as U.S. Chief Technology Officer Megan Smith, NASA Deputy Administrator Dava Newman and other STEM leaders from government, industry and academia.

Composed of several panels and breakout sessions, the roundtable offered multiple solutions to current problems, including engaging students in hands-on, immersive learning as early as kindergarten and encouraging women in STEM positions to serve as mentors in their communities, thereby creating a pipeline for young women to target STEM careers. From there, speakers suggested that employers provide unconscious bias training for recruiters, managers and employees. Additionally, they recommended that companies explore better work-life balance policies and demonstrate balance from the top down, beginning with senior leaders and executives.

While much work remains in achieving gender equality in STEM fields, the speakers emphasized that by coming together at the roundtable – and at other similar symposia and events – we can find solutions to the most difficult problems and address the challenges that will arise in the years to come.
PANELISTS AND SPEAKERS

**Wanda Sigur**, Vice President and General Manager, Civil Space, Lockheed Martin

In her role leading civil space for Lockheed Martin Space Systems company, Wanda Sigur has executive responsibility for critical national space programs relating to human spaceflight and space science including planetary, solar, astrophysical and Earth remote sensing for civil and government agencies.

**Christyl Johnson**, Deputy Director, Technology and Research Investments, NASA’s Goddard Space Flight Center

Since December 2010, Christyl Johnson has managed NASA’s Goddard Space Flight Center’s research and development portfolio; formulated the center’s future science and technology goals in Earth science, astrophysics, heliophysics, planetary science, and space communications and navigation; and led an integrated program of investments aligned to meet those goals.

**Megan Smith**, U.S. Chief Technology Officer, White House Office of Science and Technology Policy

Since September 2014, President Obama named Megan Smith as U.S. chief technology officer. In this role, she serves as an assistant to the president and focuses on how technology policy, data and innovation can advance the future of the nation. An award-winning entrepreneur, engineer and tech evangelist, Smith most recently served as a vice president at Google.

**Linda Rosen**, Chief Executive Officer, Change the Equation

Since 2010, Linda Rosen has led her organization’s work to ensure student STEM literacy by collaborating with schools, communities and states to adopt and implement relevant policies and programs. Rosen’s career has focused on research-based best practices and working with states and corporations to ensure long-term sustainability and success.

**Suzanne Iacono**, Head, Office of Integrative Activities, National Science Foundation (NSF)

Suzanne Iacono leads integrative activities at NSF. Her previous roles at NSF have included acting assistant director for computer and information science and engineering (CISE), CISE deputy assistant director, senior science advisor, and acting division director for computer and network systems and information and intelligent systems.

**Dava Newman**, Deputy Administrator, NASA

Nominated by President Obama, Dava Newman began her duties as deputy administrator of NASA in May 2016. Newman is responsible for assisting the administrator in providing overall leadership, planning and policy direction— including making final agency decisions, performing necessary functions to govern operations and representing NASA to stakeholders.
Wanda Austin, Chief Executive Officer, The Aerospace Corporation

Since 2008, Wanda Austin has served as president and CEO of The Aerospace Corporation, a leading architect for the nation’s national security space programs. She is internationally recognized for her work in satellite and payload system acquisition and systems engineering. Austin serves on the President’s Council of Advisors on Science and Technology.

David Dolling, Dean, School of Engineering & Applied Science, George Washington University (GWU)

David Dolling began his tenure as dean of GW’s School of Engineering & Applied Science in 2008. An internationally recognized aerospace engineer, Dolling served previously as associate dean for academic affairs and Joe C. Walter, Jr. Chair in Engineering at the Cockrell School of Engineering at the University of Texas, Austin, where he joined the faculty in 1983.

Beth Cobert, Acting Director, U.S. Office of Personnel Management (OPM)

President Obama appointed Beth Cobert acting director of OPM in 2015. In this role, she oversees efforts in several broad categories to recruit, retain and honor a world-class U.S. workforce. She previously served in the U.S. Office of Management and Budget as the deputy director for management and as the U.S. chief performance officer.

Heidi Kleinbach-Sauter, Senior Vice President of Global Research and Development, PepsiCo

Heidi Kleinbach-Sauter serves as the worldwide head of PepsiCo’s Innovation and Capability Accelerator for dairy and chocolate transformational technology platforms. She is a member of the global research and development senior leadership team. Previously, she was head of global foods research and development (snacks and nutrition brands at PepsiCo America).

Liesl Folks, Dean, School of Engineering and Applied Sciences, University at Buffalo

An expert in nanotechnology and magnetism, Liesl Folks holds 14 U.S. patents and has authored more than 50 papers, including one that was cited more than 4,000 times. Prior to joining the university in 2012, Folks worked for more than nine years at HGST, a magnetic data storage company, and at IBM Almaden Research Center for six years.

Taseen Mir, Principal Physician, Prosperity Internal Medicine, Privia Medical Group

Dr. Taseen Mir is CEO and co-owner of Prosperity Internal Medicine. Mir graduated from Michigan State University with a B.S. in physiology and completed medical school at St. Matthew’s University School of Medicine. She completed her residency in family medicine at Wayne State University/Detroit Medical Center and received the Claire Knighten-Ward, MD Award.
Lesli Rotenberg, Senior Vice President and General Manager, Children’s Media and Education, PBS

Under Lesli Rotenberg’s leadership, PBS has transformed itself from a broadcast organization to a multiplatform leader in educational television (PBS KIDS), apps, web (pbskids.org), streaming video and an award-winning line of toys. Rotenberg also oversees PBS Education. She was one of Advertising Age’s top 15 “Women to Watch,” and has received six Emmy awards.

Edie Fraser, Chief Executive Officer, STEMconnector and Million Women Mentors

Edie Fraser is founder and CEO of STEMconnector and Million Women Mentors. She is also vice chair of Diversified Search LLC; the first female chair of the World Affairs Council – Washington, DC; and a founding member of C200. Fraser has received more than 50 awards for innovation, diversity, entrepreneurship and communications. Fraser is part of the Enterprising Women Hall of Fame.
PARTICIPATING ORGANIZATIONS

More than 65 organizations were represented at the event among more than 140 RSVPs.

- 100Kin10
- Accenture
- The Aerospace Corporation
- American Association of University Women
- American Institute of Aeronautics and Astronautics
- American Museum of Natural History
- Amgen
- ARES
- ASRC Federal
- Alliance for Science and Technology Research in America
- Bastion Technologies
- Bennett College
- BEST
- Bowie State University
- Arizona State University
- Change the Equation
- The Clinton Foundation
- The Colorado Education Initiative
- Dell
- Edge Space Systems
- ERT, Inc.
- General Electric Global Research
- General Dynamics C4 Systems
- George Washington University
- Girls Inc.
- Grant Thornton, LLP
- Howard University
- INNOVIM
- Johns Hopkins University Applied Physics Laboratory
- Korn Ferry
- Lockheed Martin Corporation
- Logistics Management Institute
- Lowenstein and Associates, Inc.
- MetiSpace Technologies
- Millennium Engineering and Integration Company
- NASA’s Goddard Space Flight Center
- NASA’s Goddard Space Flight Center Equal Opportunity Programs Office
- NASA Headquarters
- Nathan Associates Inc.
- The National Academies of Sciences, Engineering, and Medicine
- National Science Foundation
- Noblis
- Northrop Grumman
- NuEducation
- Orbital ATK
- PBS
- PepsiCo
- Privia Medical Group
- Purdue University
- Resources for the Future
- Science Systems and Applications, Inc.
- STEMconnector and Million Women Mentors
- Telophase Corporation
- University at Buffalo, State University of New York
- U.S. Department of Commerce
- U.S. Department of Health and Human Services
- U.S. Department of the Treasury
- U.S. Department of Veterans Affairs
- U.S. Office of Personnel Management
- U.S. Naval Academy
- Universities Space Research Association
- University of Maryland
- Virgin Galactic
- WEConnect International
- White House Office of Science and Technology Policy
KEY TAKEAWAYS

Overarching Strategies

Lead From the Top

• Engage more women on boards and leadership teams.
• Set the tone of diversity and inclusion using messaging from top leaders.
• Make leaders into role models for the organization.
• Hold honest conversations through small groups.
• Engage with employees and get their feedback.

Measure and Show the Data

• Record and analyze data about diversity and inclusion.
• Measure the impact of initiatives and policies.
• Dispel myths and misconceptions about data.
• Demonstrate that women are being hired for their qualifications.
• Document the success and return on investment of various initiatives.

Scale, Culture and Persistence

• Engage the entire organization to change the culture surrounding women in STEM and diversity and inclusion.
• Use promising practices and previously successful programs to scale initiatives and achieve results.
• Make small changes over time.
• Be persistent about change to avoid losing ground.

Common Themes

Diversity

• Diversity in the workforce helps cultivate a productive workplace environment.
• Diversity must drive curricula development, recruitment and retention efforts, and maintenance of pools of qualified STEM candidates.

Training

• Provide culture, inclusion and bias training for managers and members of the organization.
• Offer training for women in STEM that addresses early career stages, development, confidence and life coaching.

Mentorship

• Mentoring can be very effective for recruiting and retaining women in STEM.
• Make mentoring mandatory and ensure that mentors are held accountable.
• Pull mentors from existing networks.
• Hand out performance awards for exceptional mentors.
Empowerment

- Encourage women to graduate with STEM degrees.
- Inspire girls from an early age and show them they can achieve anything.
- Reduce the confidence gap and impostor syndrome in career women.
DATA POINTS

The following infographics illustrate current statistics about women in STEM fields. These will serve as helpful background information as you read through the document.

1. **74% of STEM workers are male. Only 26% are female.**

2. **Women comprise more than 20% of engineering school graduates, yet only 11% of practicing engineers are women.**

3. **Women were 21% of all workers in S&E occupations in 2010, up from 21% in 1993.**

4. **Women’s presence among computer/mathematical scientists declined from 31% to 25% over the period, but only because men’s rate of growth in this area was higher than women’s. The number of women working in computer/mathematical sciences has increased more than in any other broad occupational area.**

5. **Of 100 female bachelor students, 12 graduate with a STEM major but only 3 continue to work in STEM fields 10 years after graduation.**

6. **The wage gap between women and men is much smaller in STEM occupations than other occupations. In STEM fields, women earn $0.92 for every $1 earned by men, compared to $0.77 for other fields.**

WHERE THE WOMEN ARE

In STEM fields, computing is a man's world:

- 3.9 million people do complex computer work on the job
- Only 20% are female

In non-STEM fields, women find a place:

- 3.8 million people do complex computer work on the job
- 40% are female

SOURCE: Change the Equation analysis of results from the 2012 Programme for the Assessment of Adult Competencies, administered by the OECD. For more information about sources and methodology, see changetheequation.org.
DATA POINTS (CONTINUED)

Employed scientists and engineers, by sex and race/ethnicity: 1993 and 2013

1993
- Black Women 1%
- Asian Women 2%
- Hispanic Women 1%
- White Women 19%
- Hispanic Men 2%
- Black Men 2%
- Asian Men 7%
- Other Men 0%
- Other Women 0%

White Men 66%

2013
- White women 20%
- Asian men 12%
- Asian women 5%
- Black men 3%
- Black women 2%
- Hispanic men 4%
- Hispanic women 2%
- Other men 1%
- Other women 1%

SOURCE: National Science Foundation, National Center for Science and Engineering Statistics

BIG IDEAS AND QUESTIONS

Where is the real return on investment
How can we address the confidence gap
Understanding history can help you to get out of it
Set the record straight. Don’t let myths stand
How are you going to help people achieve their potential
We need to have young ladies see themselves in those jobs
Gloria Steinem

Women have always been an equal part of the past. We just haven’t been a part of history
It all starts from the top
We might know what we should be doing and yet not doing it
Don’t make it someone else’s responsibility
Diversity is important to competitive advantage
Can’t keep doing business as usual

The answer is in this room
OPENING SESSION SUMMARY

Welcoming Remarks - Wanda Sigur, Vice President and General Manager, Civil Space, Lockheed Martin

Wanda Sigur expressed in her opening remarks that she thought the Sustaining Women in STEM event could lead to an important ongoing conversation about supporting women in some of the most important fields currently in industry. Sigur indicated that having women engaged in science, technology, engineering and math is critical to today’s success and the future. While getting women into STEM careers is always a large part of the conversation, it is also important to consider how to keep women healthy and growing throughout their careers. One thought leader brought the necessity of the event to her attention – Christyl Johnson from NASA’s Goddard Space Flight Center.

Welcoming Remarks – Christyl Johnson, Deputy Director, Technology and Research Investments, NASA’s Goddard Space Flight Center

Christyl Johnson emphasized the importance of dialogue surrounding women in STEM. According to Johnson, women in academia, the federal government and private industry alike feel that they face unique situations in their fields. In reality, we face very similar challenges. We need to look at the issues women face across sectors, learn from other women and borrow solutions from each other.

Keynote Remarks – Megan Smith, U.S. Chief Technology Officer, White House Office of Science and Technology Policy

Megan Smith shared that we have much to learn from history when determining how to move forward with women’s rights today. She cited the Declaration of Sentiments, a document created at the first women’s rights convention in July 1848 at Seneca Falls.

The document still speaks to us today, Smith said.

Much of women’s history is still missing from the records. There is an extensive history of women in STEM and their accomplishments. Today, women are going to space; the younger generation is now working on incredible
apps and other achievements. Yet even in the last century, early programmers were women who were perceived as “clerks.”

The administration is working on a number of initiatives that help inspire and engage people in a variety of STEM sectors at various points in their education and careers. The programs contain data, guidance and best practices that organizations can use as they develop initiatives to support women in STEM fields:

- **Active STEM learning**: Engaging students, starting in third grade, in science and technology. Using immersive teaching through which students participate in hands-on activities.

- **The Untold History of Women in Science and Technology**: An online repository dedicated to stories of women who have been trailblazers in STEM. ([https://www.whitehouse.gov/women-in-stem](https://www.whitehouse.gov/women-in-stem))

- **White House Tech Meetup**: Brought together people from around the country to share best practices, scale outreach and inclusion efforts, and bring more young minds into the technology field.

- **TechHire**: A multi-sector initiative and call-to-action to empower Americans through rapid training like coding boot camps and more to get workers prepared in just months for well-paid jobs in the technology industry.

- **The United State of Women Summit, June 14, 2016**: The White House convened women from around the country and globe to celebrate achievements in the push for women’s equality and to plan actions moving forward. The summit focused on key gender equality issues like educational opportunities for women and women’s roles in the workplace.

Smith concluded her presentation by encouraging others. The answers to the women in STEM issue are available – it just takes a team to solve the harder questions and develop actions to move forward.
Wanda Sigur, Vice President and General Manager, Civil Space, Lockheed Martin

Wanda Sigur spoke about her experiences with her early entry into the science, technology, engineering and math fields as an engineering major. She started her engineering career as a Lockheed Martin summer intern and benefitted from active mentorship and advocacy from her first experiences. She has now served for more than 30 years as a Lockheed employee. Sigur credits Lockheed’s success in engaging women in STEM to its early business case for diversity and the STEM pipeline, including its program in the early 2000s – Women Accelerating Tomorrow. The program engaged leaders and employees, provided leadership development programs, supported women-owned business, and implemented feedback mechanisms to gauge its success.

Sigur said the biggest challenge today is getting very young women to see themselves in STEM-related jobs and continuing to ensure their engagement and success.

Suzanne Iacono, Head, Office of Integrative Activities, National Science Foundation

C. Suzanne (Suzi) Iacono is the head of the Office of Integrative Activities at the National Science Foundation (NSF), which is an independent U.S. government agency. Because it’s not a mission agency, NSF is able to take a long-term view when investing in fundamental science and engineering research and education.

Iacono explained that through rigorous merit review, NSF funds are used to support researchers at universities and colleges across the country. To fairly and equitably support female researchers in that process, NSF needs to do many things, including the following: keep diversity in mind throughout every step of the review process, hire and retain program directors who consider diversity and inclusion in their recommendations for funding, and look more closely at the data for award success and proposal submission rates. Women, minorities and persons with disabilities are making progress but are still underrepresented.

At NSF, the success rate of female principal investigators is slightly above the NSF average (24 percent vs. 23 percent). There has recently been a small uptick in proposals submitted by women, but men still submit three times as many.

Serving on a review panel can be important to learn what makes a successful proposal, according to Iacono. Recently, the option to serve on panels virtually was added and has proven to be an effective mechanism by which women can increase their participation in the merit review process. To better understand why women are submitting so few proposals relative to men, more data collection and analysis needs to be done.

Further examining its workplace, NSF is taking steps to mitigate any implicit bias that may exist. For example, training on implicit bias is required for all managers and is a part of the introductory courses for new program directors. Furthermore, an annual merit review report is published and provides raw data on the entire merit review process and its outcomes. Finally, NSF plans to carry out several experiments on implicit bias this coming year.

Iacono said that moving forward, NSF plans to invest in a set of alliances with many types of stakeholders (e.g., not-for-profits, academia, industry), eventually building a national network called NSF INCLUDES to support women and underrepresented minorities in STEM.
Linda Rosen, Chief Executive Officer, Change the Equation

Linda Rosen highlighted that there are 55 million K-12 students in the United States, each of whom should graduate from high school STEM-literate. But these 55 million students are spread across 13,500 school districts that must follow their respective state norms. Since proficiency has been defined somewhat differently from state to state, students have thus encountered varied expectations across the country about what constitutes quality performance. Compounding the problem, while students frequently feel well prepared for the workforce, employers don’t always agree.

Percentages of women earning STEM degrees or certificates have hovered around the same number or decreased over the past decade. In most cases, except biological sciences, the percentage of females earning STEM degrees is well below 50 percent, which belies their relatively equal representation in the population. In computer and information technology, the percentage of women entering the field dramatically decreased by 29 percent between 2001 and 2011, yet projections continue to show growth in jobs needing computer skills. Why are girls not drawn to a STEM learning trajectory? Stereotypes start very early. One study shows that second-graders have already begun to believe that boys are better at math than girls even when the girls are scoring higher.

Rosen works for a coalition of companies called Change the Equation (CTEq), which functions at the intersection of business and education to ensure that all students are STEM-literate by collaborating with schools, communities and states to adopt and implement excellent STEM policies and programs as evidenced by their effectiveness. STEMworks is CTEq’s honor roll of effective STEM learning programs for youth in grades K-12 and adult youth leaders, including teachers. Vital Signs is a comprehensive online tool that examines data on 50 STEM learning indicators for each state and recommends STEMworks programs to address data shortcomings. She said there are two things – time and treasure – that companies have to offer to attract more women to attain STEM degrees. Time manifests itself as employee engagement with existing STEM employees working with young people to inspire the next generation to pursue those careers. Companies’ philanthropy is used to
provide effective programs for girls and young women in STEM.

**PANEL: RETENTION AND ADVANCEMENT**

*Dava Newman, Deputy Administrator, NASA*

Dava Newman noted that in order to bring more women into STEM, it is critical for us not only to attract and retain, but also to continue to develop and mentor with the end goal of excellence. Female scientists and engineers have served as pioneers for others and there is a history of exceptional women at NASA, but their accomplishments are relatively unknown and need to be acknowledged and written into history, or “herstory”! These include Katherine Johnson, Thora Halstead, Christine Darden, Sally Ride, Kathryn Sullivan, Shannon Lucid, Rhea Seddon, Anna Fisher, Judith Resnick, Nancy Grace Roman, France Cordova, Kathie Olsen, Ellen Stofan, Harriet Jenkins, Lesa Roe, Ellen Ochoa, Janet Kavandi, and many others (*Women@NASA*).

In order to create an environment in which excellence can thrive, a culture of diversity and inclusion and partnerships are essential. Initiatives are strengthened and have a longer-lasting impact through top-down leadership in this area that is proactive and strategic. Strong anti-harassment programs, conflict management programs and employee resource groups initiate dialogue and further positive progress. NASA has implemented unconscious bias training for all those in leadership positions. Government agencies should lead by example and encourage others to follow compliance requirements and promising practices in diversity and inclusion and to eliminate sexual harassment. NASA’s *MissionSTEM website* was established to assist NASA grant recipients with their civil rights compliance efforts. It is also important to routinely take the pulse of an organization and understand the current environment. Rigorous data collection and assessment are critical; quick surveys, benchmarking and exit interviews should be the norm since they provide key insight.

Newman also pointed out that there are gender differences that are important to note when developing strategies to support women in STEM careers, which she calls STEAMD (including arts and design). Data suggests that women often struggle with the impostor syndrome, claiming success is due to good timing or good luck. This can be addressed with confidence training, role model training, résumé and interview assistance for
leadership jobs, mentoring, and shadowing. In addition, some women are uncomfortable engaging in small-talk networking at social events. Alternatives include seeking mentors and finding their own senior champion to further their careers and build their networks. She encouraged women to support each other and think of new practices to assist each other in diversity, inclusion and empowerment.

Newman ended her presentation with her personal motto: “LADI – Love, Act, Discover and Innovate.” She encouraged others to develop a motto to inspire others into action. It is essential that we do all that we can to attract and retain girls and women in STEAMD. It’s on our watch and we need all of the Mars generation.

Wanda Austin, Chief Executive Officer, The Aerospace Corporation

Wanda Austin highlighted The Aerospace Corporation’s commitment to diversity and explained how it’s central to its mission as an elite technical organization. By recruiting and maintaining a culture and staff that is representative of the many diverse perspectives that comprise our nation, the company is able to draw from a very broad set of skills, enabling it to solve challenging problems with more efficiency and creativity than ever before.

It is still challenging to recruit and retain a diverse employee base because our education system is currently not producing a pool of STEM students that adequately reflects the incredible range of diversity within the United States, explained Austin. In addition, companies and organizations are not doing enough to recruit with diversity in mind.

She said that the challenges we face within our education system require a collective effort from all members of society in order to bring about positive change.

Unconscious biases need to be addressed and perceptions need to evolve in the recruiting and hiring process across all industries in order to level the playing field for all qualified candidates— not just a chosen few.

More than 35 percent of The Aerospace Corporation Executive Council members are women, and 40 percent of the company’s board of trustees are women. From the top down, it is important to make sure that women are adequately represented and that their voices are heard and valued equally.

In order to maintain a successful workplace environment, we must always be sensitive to the needs and concerns of all of our people, from every background and every walk of life, according to Austin.

Companies should be competitive with maternity and paternity leave and ensure fairness in the distribution of high-level and high-visibility assignments.

David Dolling, Dean, School of Engineering & Applied Science, The George Washington University

David Dolling shared The George Washington University’s (GWU) best practices in support of women in STEM engagement. GWU is committed to strongly investing and building a reputation in engineering and science. Thirty-nine percent of its female undergraduates are studying engineering, compared to 21 percent nationally. Twenty-one percent of the faculty is female, compared to 14 percent nationally. Through efforts that encourage inclusion, the university is seeing positive progress.

However, there is still a lot of work to do. At the bachelor’s level nationwide, there has only been a 1 percent increase in female engineering students over the last five years. At the Ph.D. level, there has only been a 5
percent increase. It will take another 70 years for women to equal the number of men. This data should inspire organizations to actively take steps to support women to pursue careers in STEM. We might know what we should be doing and yet not be doing it. Change and more effort are needed.

**PANEL: POLICIES AND PROCEDURES THAT SUPPORT INCLUSION**

**Beth Cobert, Acting Director, U.S. Office of Personnel Management**

Beth Cobert noted that stressing diversity and inclusion is a critical priority as the federal government recruits and develops the talent it needs to fill skill gaps, particularly in the STEM fields.

The acting director outlined policies and procedures that the Obama administration is advancing to support women in STEM workplaces. Specifically, she emphasized the importance of reducing unconscious bias, especially when hiring and promoting. Leaders often are drawn to others who look like themselves or to people they have already identified as being on the “leadership track.” Cobert encouraged the audience to consider what can be done to eliminate such bias.

She pointed to resources and tools designed to help understand unconscious bias and guard against it, such as inclusion training, data-based decision-making and analysis of data from the annual Federal Employee Viewpoint Survey.

Cobert also asked attendees to consider taking advantage of the STEM track in the Presidential Management Fellows program.

Her remarks also touched upon the importance of balancing the personal and professional needs of women and men, and she pointed to the array of workplace flexibilities available to federal employees, including teleworking and alternative work schedules.

Access the [White House Office of Science and Technology Policy website](https://www.whitehouse.gov/offices/ostp) for more information on the wide number of STEM initiatives.

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**Heidi Kleinbach-Sauter, Senior Vice President of Global Research and Development, PepsiCo**

Heidi Kleinbach-Sauter emphasized that PepsiCo is proud of the steps it has taken to pursue strong engagement in the STEM movement. A huge global company with one billion daily consumers, they have recognized the opportunity that they have to make a difference in many lives and the need to attract STEM talent across all areas of their business from research and development to finance, technology and manufacturing.
It all starts at the top. PepsiCo’s CEO is a chemical engineer and top leadership strongly supports STEM initiatives. Two years ago, they introduced a STEM council comprised of leaders from research and development, information technology, finance and human resources with active sponsorship from two members of the company’s senior leadership team.

The key ingredient they have discovered is partnerships. Don’t try to do it alone.

In October, a large group of organizations invited future STEM talent and their parents and teachers into Pepsi facilities, showing them the work they can do with a STEM education and what they can achieve.

PepsiCo is an active member of the STEMConnector initiative, participating in programs like the Million Women Mentor program, with the goal of getting one million mentors mentoring one million girls. So far, there have been 660,000 mentors in the United States alone. This is an easily scalable program that is being rolled out in other countries. PepsiCo also participates in STEMConnector’s Career Accelerator Week, which invites STEM students, their parents and teachers into work places to show them what they can achieve with a STEM education.

Kleinbach-Sauter ended her presentation with an emphasis on the need to shift to a STEM 2.0 approach, address the disconnect between what employers need and what students have to offer, and define the capabilities needed to be successful, such as digital fluency, innovation excellence, employable skills and leadership skills.

Liesl Folks, Dean, School of Engineering and Applied Sciences, University at Buffalo

Liesl Folks believes that we need to build models that are scalable to quickly achieve results. Since the economic downturn of 2008, we’re losing ground in recruiting women for STEM careers. It’s not just a problem; it’s a crisis. It’s a macroeconomic issue that impacts our national competitiveness, not only a social justice issue.

Leadership matters. It starts at the top. She stated that if your leadership isn’t doing anything about increasing women in STEM careers, you should change your employer; the company will eventually crumble. Leaders must also talk about work-life balance issues, which is about more than just raising children. We all deserve a life outside of work.

The workplace culture must support the conversation, said Folks. Get used to talking about it. Find a safe venue to have a dialogue. For example, host brown-bag or small-group discussions.

Hire for cultural competency. Don’t perpetuate the existing culture you have. Bring in new voices.

Don’t start your conversations with the legal position. Start with considering what you care about and what your values are.

Workplace systems can always be improved. Small changes help move the ball.

She said organizations should measure and publish results so they can assess the data and make them available for all to see.

LUNCHTIME SPECIAL TOPICS SPEAKERS

Midday, three speakers inspired dialogue around the challenge of attracting and retaining women in STEM
careers by sharing research observations conducted within their respective organizations along with personal insights.

Lesli Rotenberg, Senior Vice President and General Manager, Children’s Media and Education, PBS

Impressions Start Early and Role Modeling Counts

- The PBS KIDS audience consists of children between the ages of 2 and 8, and the majority are younger than 5. Low-income homes rely heavily on PBS programming, as is the case for many minority populations. PBS reaches more Hispanic kids at ages 2 through 8 than any other kids network on an annual basis.

- The first five years of a child’s life are among the most formative. Studies show that they are observing and collecting data about the world, and their brains are hard-wiring that information in ways that can profoundly affect their learning and behavior – even much later in life.

- The impressions that children develop at an early age play out later in life. As adults, both men and women don’t see women as having an equal place in the sciences.

- What if we could show all kids – girls and boys, from the earliest age – that girls have a place in this world? This is a question that guides PBS content and has led to the development of shows like PEG+CAT, ODD SQUAD, and READY JET GO!, in which female characters take lead roles in math and science adventures.

- We know we have a long way to go before the gender disparity between men and women in STEM is a thing of the past. But we hope that by showing America’s youngest kids a different kind of reality in which no such disparity exists – in which respect, collaboration, and inclusion are the keys to solving problems – we can take a big step towards equalizing the playing field.

Walking the Talk is Key

- Part of what drives PBS so strongly in this direction is its own organizational culture. More than 50 percent of PBS staff is made up of women (53%) – including visible and powerful leadership at the very top. Paula Kerger, president and CEO, and an incredibly inspiring and respected visionary, is one of just many talented and strong women leaders in a variety of roles at PBS.

- At PBS, more than in any other place Rotenberg has worked, women are encouraged, supported, invited and admired. She shared that it’s an incredible – and powerful – feeling, and one that we aspire to give all girls in this country the chance to experience first-hand.
Edie Fraser, Chief Executive Officer, Million Women Mentors and STEM Connectors
Since January 2014, Million Women Mentors has secured the commitment of 660,000 mentors in some 40 states and communities, with over 67 partners engaged. One million mentors is the target goal. The goal is to increase the interest and confidence of girls and women to persist and succeed in STEM programs and careers.

Consider being a mentor, there are five common pathways to accomplish the task:

1. Face to face
2. Online
3. Paid internships and apprenticeships
4. Workplace mentoring
5. Sponsorship

Why invest in women in STEM programs and careers?

STEM careers can get us to pay equity now.

- STEM jobs pay 92 cents on a dollar and tech jobs 96 cents vs. women overall in non-STEM fields are paid 77 cents on a dollar.
- Women fill close to 50 percent of all jobs in the U.S., but they hold less than 25 percent of STEM jobs.
- Of 100 female undergraduates, 12 graduate in STEM – yet only three continue in their field after 10 years.

It should be our goal to achieve parity in the representation front.
As of March 2016, the following is the current climate:
  o Congress is 19.4 percent women with 104 out of 535 seats.
  o We have only 20 women Senators.
  o There are three women Supreme Court Justices and seven Cabinet members.

Corporate America is changing but ever too slowly at the top.
  o Only 21 of S&P 500 companies have a woman CEO, a truly small 4.2 percent.
  o Women are 36 percent of management in corporate America. There are about 19 percent for women on corporate boards but the data is not great for women of color.
  o Let’s work together to grow women entrepreneurs as well with close to 10 million woman-owned businesses contributing in major ways to our nation’s economic viability.

Diversity is the issue that makes America great, today and tomorrow.
  o For example: as of 2013, there were an estimated 54 million Hispanic people in the United States. That is just over 17 percent of the total U.S. population and a 2.1 percent increase over the previous year, according to the Census.
  o By 2060, the Census Bureau projects that there will be almost 128.8 million Hispanic people in the United States and that they will comprise 31 percent of the total population.

Mentorship is the essence of lining others up with counseling and support.
  o High-quality mentoring includes sponsorship and internships.
  o Employees who mentored were promoted six times more often than their peers who did not mentor, and mentees were promoted five times more than non-mentees

Taseen Mir, Principal Physician, Prosperity Internal Medicine, Privia Medical Group
Lessons learned in the male-dominated field of medicine.

  o The learning curve is huge during transition from academia into the workforce. Mir has personally encountered three challenges:
    o Women often feel the need to work twice as hard for the same recognition as men.
    o At times, the nature of interactions among women has been an obstacle. We need to support and lift each other up.
    o We need to be aware of tendencies toward unconscious bias. Within the medical field, she has observed that her male counterparts in the workplace receive better treatment.
  o It should also be noted that women face different issues when it comes to health, wellness and work-life balance, and are trying to operate within a culture and system built by and for men.
  o There is a lack of related medical research specifically tailored for women.
Challenges:

- The time it’s going to take to start seeing the impact of the pipeline.
- There’s a fundamental challenge with the metrics: We’re not capturing an entire range of areas and new technologies. Just one example is the apps economy. There are great opportunities to expand what is considered science, technology, engineering and math.
- Stereotypes about the roles of men and women start very early and can discourage women from pursuing STEM.
- Computer literacy and STEM awareness are not currently considered part of a basic education.
- Educational institutions may not be equipped to effectively teach STEM to students. Some STEM and Advanced Placement and International Baccalaureate courses, such as calculus, are not offered at all schools.
- Lack of role models for women throughout their careers.
- Between the small pipeline and the dropout rate, there are even fewer women in higher-level positions.
- Addressing stereotyping and bias.

Possible Solutions:

- Ensuring women have access to STEM education and to the right people to help them.
- Increasing exposure to knowledge and ideas about STEM careers.
- Making education more affordable.
- Providing mentorship.
- Training teachers to help students understand how class activities and topics could lead to a better life and career.
- Educating parents.
- Providing a 1040 tax credit to parents of children studying STEM.
RETENTION AND ADVANCEMENT – BREAKOUT SESSION

Challenges:

- Retaining talent. Employers are able to bring women into the STEM fields, but are having trouble retaining them.
- Recruiting talent and bringing in new hires.
- Finding ways to support work-life balance.
- Encouraging and supporting re-entry into the workplace. A particular challenge is bypassing the résumé parsers.
- Avoiding career dropouts. Fifty percent of women currently drop out of STEM careers.

Possible Solutions:

- Providing the opportunity to engage with mentors who are held accountable for providing guidance.
- Providing early-career training.
- Offering paid internships.
- Providing guidance on the interview process.
- Encouraging applicants to prioritize graduation during the hiring process.
- Ensuring management disseminates appropriate information to the lower levels and that all voices are heard – establishing two-way communication channels.
- Building a culture which provides both positive and constructive feedback to employees.
- Holding one-to-one meetings with employees to discuss performance.
- Encouraging employees to take leave.
- Giving time back by implementing policies like the elimination of emails after 7 p.m. and leading by example.
- Making it possible to consider transferrable skills for introduction into a new industry.
- Making re-entry candidates aware of the Dress for Success organization, which offers “recycled” professional and office wear as well as résumé reviews, practice interviews, etc.
- Addressing generational differences in the workforce.
- Implementing policies and practices to enhance work-life balance for both women and men.
- Elevating stronger supervisors.
- Rewarding and recognizing failure to encourage responsible risk-taking.
POLICIES AND PROCEDURES THAT SUPPORT INCLUSION – BREAKOUT SESSION

Challenges:

- Changing the organizational culture to ensure adoption of policies.
- Getting a commitment from leadership to make inclusion a priority.
- Reducing bias in the workplace.
- Providing more inclusion and education training.
- Managing perceptions and myths.
- Dealing with budget constraints when trying to implement new initiatives and programs.
- Addressing pay equity among employees.
- Replacing women who take family leave to help replenish the pool of candidates.
- Using methods that effectively measure the success of initiatives.
- Developing an implementation plan.
- Finding ways to collaborate with other agencies.

Possible Solutions:

- Expand the concept of diversity, create inclusive environments and identify what’s necessary for an inclusive environment.
- Identify challenges, potential solutions and promising practices. Start an action plan.
- Create policies and change the culture so they become adopted.
- Develop a well-defined measure of success. At what point have you increased inclusion enough? How do you know that your policies were successful? Think about results, measure the results and showcase those results to let everyone see what you have done.
- You can measure diversity, but how do you measure inclusion? Gather more qualitative data. Hold brown bag sessions to gather input.
- Ensure a commitment from leadership that makes inclusion a part of the core business strategy.
- Reduce bias, doing more than just conducting studies.
- Have an implementable plan.
- Be clear about the differences between diversity and inclusion.
- Manage perceptions regarding changing the culture. Dispel any myths out there.
- Ask whether a women’s network marginalizes or perpetuates the inclusion issue.
- Ask how corporations are reaching students. Are they giving them internships? How are corporations changing their culture?
• Find out how to get people to value a diverse and inclusive team. Make sure no one is singled or left out, instead helping everyone shine.
• Manage inclusiveness. Hold managers accountable.
• Make leadership model workplace flexibilities. Disregard gender when providing child care or elder care.
• Establish pay equity. Alleviate perception that others may be making more money.
• Manage accountability. How are people impacted if they are not supported? Is accountability clear and supported?
• Take time out for training and looking through résumés.
• Develop a more explicit plan for outreach and recruitment.
• Make work-life balance a part of training.
• Create an overarching long-term strategy.
• Find synergies across different agencies and organizations. Ask what policies are needed at the federal level.
• Commitment has to come from the top, from the CEO down to the supervisors and employees.
• Revisit the mission of the employee resource group, making it more of a feedback mechanism.
• Show the impact that unconscious bias has on others.
• Connect strategies and research to results and how this will all impact the mission.
• Hold universities accountable for diversity and inclusion. Refuse to recruit from schools that don’t comply.
• Hire people that are qualified, but don’t get caught up in who’s the best qualified.
• Post jobs in multiple places, not just on the company website.
• Clarify and publicize the enterprise business value.
• Make résumés “color-blind,” taking off gender identifiers, etc.
• Include performance goals for inclusion in supervisors’ performance plans.
WORKPLACE ENVIRONMENT – BREAKOUT SESSION

The Workplace Environment Breakout Session was unique as discussion centered around a Reader’s Theater exercise in which individuals played the roles of women in different life stages and scenarios. It provided an example of how to inspire others to understand some of the challenges women face in the workplace.

The session kicked off with a stories panel featuring four women who shared their experiences and thoughts on best practices. As a result of the exercise, the session participants’ suggestions included:

- Use blind reviews for résumés, taking gender and ethnicity out of the process by removing names and pronouns before sharing with hiring panels.
- Go beyond compliance. Don’t just do the minimum required by law. Implement policies and procedures that truly support women, diversity and inclusion.
- Engage in mentoring and teaching. Get involved in community organizations that support STEM, diversity and inclusion, such as Girls Who Code and STEMconnector.
- Be authentic to who you are as a person, including your passions, worries, needs, etc.
- Be a visible role model through actions and words.
- Training is important and really works to inform, reinforce, and change behaviors and culture.
- Follow up on initiatives once you start them.
- Show students and prospective hires how best practices on diversity and inclusion are being put into action during interviews, recruiting and hiring activities.
- Build up the entire workforce, not just one group.
- Publish data and show how your initiatives affect the organization.
- Regularly review salaries to help ensure they are on par with the market and commensurate with skills and abilities.
- Teach women how to negotiate salary and benefits.

Session participants were then divided into six groups of four to five people to address the following topic areas:

- Groups 1 and 4: “Just Do It Actions“ – what we can implement today because we have the available people, processes and technology
- Groups 2 and 5: “Actions to Take Back“ – what actions can we take back to our environments as ideas or solutions
- Groups 3 and 6: “Remaining Challenges“ – what is too hard or complicated to do in the short-term and needs more discussion, support or an implementation plan

At the end of the breakout session, the groups shared summaries of their discussions:

**Group 1**

- Create a supportive environment in which women support women.
- Get leverage from upper management.
- Help employees understand the issues and change behaviors through development and training.
- Provide education for new employees.
- Provide continuous orientation and coaching.
- Share salary and hiring data.
- Bring in diverse candidates when hiring.
- Ensure representation for all opportunities.
- Engage K-12 students early in the dialogue and share your stories.
Group 4

- Establish better diversity recruitment strategies.
- Mentor customers and suppliers, helping them understand your vision.
- Host diversity and inclusion dialogues and events.
- Include diversity and inclusion topics and exercises in new employee orientation.
- Find sponsors and mentors for women.
- Establish reverse mentoring.
- Be mindful when the same handful of people are tapped to be group representatives.

Groups 2 and 5

- Buy-in and training for desired actions will take time to develop and may require a formal program.
- Salary visibility will take time, as will the willingness to put the data out there.
- Provide women and minorities exposure to high-level assignments.
- Sponsor more outreach and development programs.
- Review candidate pools and identify how the organization can increase diversity.

Groups 3 and 6

- Broad cultural change is required in some cases, especially when it comes to behaviors and thinking.
- Work to reduce gender bias in studies and research.
- Improve alignment with industry expectations and best practices.
- Make flexible work arrangements for all employees.
BACKGROUND

NASA’s Goddard Space Flight Center

Based in Greenbelt, Maryland, NASA’s Goddard Space Flight Center is a global provider of scientific research, technology and missions that transform our knowledge of Earth and space. Expert in the study of our world, the solar system and beyond, Goddard has been working since 1959 to increase scientific understanding, answer humanity’s big questions, and benefit the society and communities we serve. The center's work in science, engineering, technology and communications strengthens our ability to envision the origins of life, preserve our way of living and define our place in the universe. We identify requirements and innovations; design, build and launch spacecraft; and manage and support entire space missions. Our fundamental communications infrastructure enables NASA and others to bring back knowledge from space, share it with diverse customers and apply it to society in countless ways.

Lockheed Martin

Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 125,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

Lockheed Martin Global Vision Center

The Lockheed Martin Global Vision Center (GVC) is a state-of-the-art meeting and collaboration facility located in Arlington, Virginia. It showcases the remarkable innovations that continue to serve Lockheed’s customers throughout the world. From global security to commercial markets to scientific discovery, the GVC – an 86,000-square-foot customer engagement space – highlights how Lockheed is helping the future arrive. In addition to a 160-seat auditorium, the center offers nine meeting rooms and six demonstration centers.
AGENDA

8 a.m.  Registration
        Continental Breakfast and Networking

8:30 a.m. Welcome
        Wanda Sigur, General Manager for Civil Space,
        Lockheed Martin Corporation

Introduction of Special Guests
        Christyl Johnson, Deputy Director for
        Technology and Research Investments,
        NASA's Goddard Space Flight Center

8:45 a.m. Opening Remarks
        Megan Smith, U.S. Chief Technology Officer,
        White House Office of Science and Technology Policy

9 a.m.  Executive Panel: Uncovering Best Practices for Sustaining Women in STEM
        Moderator: Christyl Johnson

Recruiting and Pipeline Development: 9-9:50 a.m.
        Linda Rosen, Chief Executive Officer, Change the Equation
        Wanda Sigur, General Manager for Civil Space,
        Lockheed Martin Corporation
        Suzanne Iacono, Office Head, Office of Integrative Activities,
        National Science Foundation

Retention and Advancement: 9:50-10:40 a.m.
        Dava Newman, Deputy Administrator, NASA
        Wanda Austin, Chief Executive Officer, The Aerospace Corporation
        David Dolling, Dean, School of Engineering & Applied Science,
        The George Washington University (GWU)

Policies and Procedures that Support Inclusion: 10:40-11:30 a.m.
        Beth Colbert, Director, U.S. Office of Personnel Management (OPM)
        Heidi Kleinbach-Sauter, Senior Vice President of Global R&D, PepsiCo
        Liesl Folks, Dean, School of Engineering and Applied Sciences,
        The University at Buffalo

11:30 a.m. Lunch

12:30 p.m. Parallel Breakout Sessions
        • Session I: Recruiting and Pipeline Development (GVC-A)
        • Session II: Retention and Advancement (GVC-B)
        • Session III: Policies and Procedures that Support Inclusion (Atlas)
        • Session IV: Workplace Environment (Auditorium)

2:30 p.m. Report Outs, Commitments and Next Steps

3:30 p.m. Closing Remarks: Christyl Johnson

3:45 p.m. Optional Tour of Global Vision Center