



NCWIT Pacesetters

NCWIT Pacesetters is a bold program to diversify participation in your IT organization through the accelerated recruitment and retention of women.

Pacesetters provides:

- » Support for building and maintaining a constituency base within your organization.
- » Resources for creating a diversified IT organization, backed by proven research.
- » Guidance on improving organizational culture from the Coffman Organization.
- » Publicity for your efforts and achievements via a national campaign.

The 2009 pilot Pacesetters cohort, made up of organizations from higher education and industry is setting an aggressive pace for building and diversifying our computing pipeline. These organizations have demonstrated sustained commitment to their own reform efforts, and to those of other organizations, through their active participation in the NCWIT Workforce and Academic Alliances. Senior leaders within these organizations have committed to building teams, actively funding their reform programs, and attending regular meetings. NCWIT will provide forums for Pacesetters teams to interact with and advise each other as they invent and implement successful change models for use by themselves and others. Pacesetters members will report on their progress, share experiences with others, and hold each other accountable for measurable results. The national Pacesetters “Net New Women” campaign will provide an exciting focus for the program, offering a window into members’ strategies for recruiting, retaining and advancing women in technical leadership roles, and shining a public spotlight on their successes.

Moving the Needle with Net New Women

Efforts to increase women’s participation in computing have existed for decades, while women’s presence in classrooms, labs, and boardrooms has stagnated or declined. NCWIT Pacesetters is deploying an approach that will finally “move the needle”, both within organizations and on a national scale, in real and quantifiable ways. Here’s how Pacesetters is different from anything that has come before.

- » **It’s quantifiable.** Each year, Pacesetters members commit their organizations to a Net New Women goal. “Net new” women might include recruitment of girls who have shown no prior interest in computing, or retention of women who might otherwise leave IT positions for non-technical pursuits.
- » **It’s executive.** Active Pacesetters participation by senior corporate executives and academic leaders provides top-level support to meet Net New Women goals. As advocates, these senior representatives build constituency within their organizations and act as a public face for the exemplary work they undertake.
- » **It’s targeted.** There will be no “one size fits all” strategy for Pacesetters members: each organization will meet its Net New Women goal in whichever way best suits it, as long as its approach is measurable. The Coffman Organization, an international research and consulting firm, will assist members in crafting and implementing their goals, and programs for how to meet them.
- » **It’s sustainable.** Pacesetters programs will be based on practices with the best possible evaluative evidence. Results will be fed directly back to the NCWIT Workforce and Academic Alliances for broader consideration and implementation. The Net New Women approach does not require extensive data collection from member organizations, nor does it require that organizations share data they consider to be confidential.
- » **It’s public.** A national campaign will bring the issue of women’s participation into the public eye with a long-term goal of gaining 1.2 million Net New Women into the computing pipeline by 2020.¹

¹1.2 million is the number of women that needs to be added to the IT workforce in order to achieve gender parity; based on workforce demographics and projections from the Department of Labor.

How Pacesetters Works

The overall structure of the NCWIT Pacesetters Program is depicted in the diagram below.



The national Net New Women campaign is the central focus of Pacesetters. Net New Women offers a compelling platform from which Pacesetters organizations gain visibility for their work, hold themselves and each other accountable for their public goals, and create a movement that inspires other organizations to follow. Each Pacesetters organization will be accountable to the cohort for achieving its Net New Women goal, i.e. the number of net new women it intends to recruit and retain.

Each Pacesetters organization selects Change Leaders and Executive Champions². Using the Pacesetters program, these individuals form a small, focused team within their organization to implement an accelerated path to organizational change. NCWIT provides the setting for planning and sharing — the annual NCWIT Pacesetters Roundtable meeting — as well as ongoing domain expertise in promising practices and technical organization transformation.

Individual members work with other members across a range of compelling issues. In this way all members, regardless of level or title, stay personally engaged with in the mission.

What Will Change?

- » We will see a significant increase in the number of women recruited, retained, and advanced in technical roles within corporations and an increase in enrollments in a variety of computing and IT majors within Pacesetter academic institutions.
- » People will hold a more positive view of computing as a result of seeing senior leaders publicly commit to strengthening and diversifying the computing workforce.

²Each Pacesetters member forms teams that include Change Leaders and Executive Champions. These teams work closely together to develop and execute organizational strategies towards their organization’s Net New Women goal.

Change Leaders are one or two people from the organization involved in day-to-day diversity-related efforts. Change Leaders are charged with meeting the Net New Women goal of the organization and implementing the programmatic changes to make it happen. Change Leaders enlist others within their organization, but are the ones accountable for bottom-line results.

Executive Champions are senior executives. For academic institutions this is one person, either a Chair or Dean. For corporate organizations this is two people: a senior VP in HR and a senior technical leader. Executive Champions provide the “air cover” needed to implement the programs that drive the Net New Women goal. They also help build awareness with other stakeholders in the organization about the critical need to diversity computing and participate in the public face of the Net New Women campaign.

- » The annual NCWIT Pacesetters Roundtable will be known as a place where organizations take on challenges and find ways to overcome obstacles concerning women’s participation in computing.
- » The Net New Women campaign will give visibility to the importance of women’s participation in computing and challenge Pacesetters members to move the needle.
- » Pacesetters will test out new ideas, take risks, and be aggressive in accelerating organizational change. Proven new ideas will be formulated into NCWIT practices as free resources for others to use in their organizational transformation efforts.

The Member Experience

The diagram below depicts the Pacesetters Member experience. Each individual member continues to actively participate in an NCWIT Alliance. Small cross-organizational teams within Pacesetters will foster personal engagement around special-interest topics relevant to recruiting, retaining, and advancing women in computing.

At the organizational level, members commit publicly to a specific number of Net New Women as their annual goal. Organizational teams formed of Change Leaders and Executive Champions work together to build key relationships within their organization for broader influence. Together, they implement strategies to meet their goal.

Each year, members gather to share their progress at an annual NCWIT Pacesetters Roundtable. The Roundtable experience offers members a chance to try out new ideas and learn from each other, thereby leveraging their successes and accelerating their progress. Nationally, Pacesetters members provide public leadership around women in computing through public speaking and advocacy.



Domain Expertise Provided by NCWIT

NCWIT has engaged The Coffman Organization, an international research and consulting firm, to assist in the creation and implementation of NCWIT Pacesetters. The focal point of Coffman’s prior research is the cultural physiology of high-performing organizations, work units, and individuals. Their approach is evidence-based, outcome-focused, and highly collaborative, seeking to increase an organization’s effectiveness with its most critical constituencies (students, faculty, staff, employees, customers and consumers), and helping it achieve its desired performance outcomes.

The Coffman team includes:

- » **Curt Coffman**, author of *The New York Times* bestsellers, *First Break all the Rules* and *Follow this Path*. Curt has worked directly with NCWIT in the past and has been cited in more than 110,000 articles, books and publications relative to workplace culture and human performance. Prior to establishing The Coffman Organization, Mr. Coffman spent over 22 years at The Gallup Organization and was the Global Practice Leader for employee and customer engagement consulting. Mr. Coffman has consulted with numerous Fortune 500 companies and serves as Executive Fellow at The Daniels School of Business at the University of Denver.
- » **Dr. Kathie Sorensen**, Senior Partner with the Coffman Organization and formerly Global Practice Leader for Strengths Management with the Gallup Organization, where she and Curt began a 20-plus year collaboration. Dr. Sorensen's research and experience has been centered on the identification and development of talent and its implications for recruiting, performance and retention. She directed the research and development programs and worked with organizations on gender, diversity and leadership.

“While many organizations recognize the need for transformative culture change, few are willing to examine that need and act on it wholesale, throughout their organizations. Pacesetters are altering the culture for women in technology one conversation, one department, and one organization at a time. The Pacesetters group is comprised of individuals putting their passion and sense of urgency for attracting and retaining women in technology into action. Not just because of the dire need, but because the success of their organizations depend on it.”

~ Curt Coffman

Support for the Pacesetters program is provided by The Coffman Organization and NCWIT staff:

Lucy Sanders , CEO and Co-founder, NCWIT	Executive Leadership
Jill Ross , Program Director, NCWIT Pacesetters	Program Direction and Workforce Alliance
Curt Coffman , Senior Partner, Coffman Organization	Organizational Change
Dr. Kathie Sorensen , Senior Partner, Coffman Organization	Member Engagement
Ethan Bondelid , Senior Partner, Coffman Organization	Publicity and Branding
Catherine Ertz , Operations Director, NCWIT	Financials and Database Management
Michele Leonard , Events Coordinator, NCWIT	Venue and Meeting Planning
Malia Hamilton , Administrative Coordinator, NCWIT	Registration and Member Database
Elizabeth Litzler , Director of Research, Center for Workforce Development, University of Washington	Program Evaluation
Jenny Slade , Communications Director, NCWIT	Communications
Adriane Bradberry , Graphic Design Specialist, NCWIT	Graphic Design and Collateral
Ruthe Farmer , Director of Strategic Initiatives, NCWIT	Development
Dr. Catherine Ashcraft , Research Scientist, NCWIT; Dr. Lecia Barker , Research Scientist, NCWIT; Dr. Joanne Cohoon , Research Scientist, NCWIT; Dr. Wendy DuBow , Research Scientist, NCWIT	Social Science Research and Evaluation
John Ezell , Academic Alliance Program Manager, NCWIT	Academic Alliance
Kim Kalahar , Program Director	Extension Services

Pacesetters Cohort Members

- » AT&T
- » Bank of America
- » Boehringer Ingelheim
- » Carnegie Mellon University
- » Georgia Tech
- » Google
- » Indiana University
- » Intel
- » Microsoft
- » NC State University
- » Santa Clara University
- » University of California Irvine
- » University of California Santa Cruz
- » University of Colorado at Boulder
- » University of Texas
- » University of Virginia
- » University of Washington
- » Villanova
- » Virginia Tech

Pacesetters Member Commitments

- » Define goals, strategies, and program implementation
- » Measure, track, and report progress in Net New Women goals
- » Provide public leadership concerning women's representation in computing
- » Build a constituency within organizations to create and foster long-term progress
- » Participate actively in NCWIT Alliances
- » Attend Pacesetter conferences, calls, and activities
- » Collaborate with other members in the development of shared goals and results
- » Assist, where appropriate, in funding the Pacesetters program



First NCWIT Pacesetters Roundtable

November 9-10, 2009

University of Virginia in Charlottesville, VA

The Time is Now

Information technology (IT) underpins nearly all economic sectors, from energy, finance, and medicine to entertainment, manufacturing, and retail. IT also is a critical driver of global innovation and competitiveness. The U.S. IT infrastructure is growing so rapidly that Department of Labor projections forecast it will outpace nearly every industry in job growth over the next decade.

The technology education pipeline that feeds the U.S. IT workforce, however, is showing stresses:

- » Girls represented just 17 percent of Advanced Placement computer science (CS) exam-takers in 2008; that's the lowest female representation of any AP exam.
- » In 2008 women earned only 18 percent of all CS degrees. Back in 1985, women earned 37 percent of CS degrees.
- » Women hold more than half of all professional occupations in the U.S. but fewer than 24 percent of all computing-related occupations.
- » Only 16 percent of Fortune 500 technology companies have women corporate officers.
- » A study on U.S. technology patenting reveals that patents created by mixed-gender teams are the most highly cited (an indicator of their innovation and usefulness); yet women were involved in only 9 percent of U.S. tech patents.

Lack of support for K-12 computing curricula and declining post-secondary enrollments could yield insufficient IT talent to meet our growing demand; the failure to capitalize on the breadth and diversity of the U.S. population only compounds the potential talent shortage. If the U.S. wants to remain an economic leader in the 21st-century global economy, it must strengthen and diversify its IT workforce and the education pipeline that supports it.

Pacesetters will set the pace for others to follow in achieving organizational transformation that strengthens and diversifies our vital computing pipeline. The time for action is now.

For More Information

The 2009 cohort is still accepting new members. Please contact Jill Ross, NCWIT Pacesetters Program Director, at 303.735.1158 or jill.ross@colorado.edu.