

GAME



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Solutions to Women Leadership Advancement



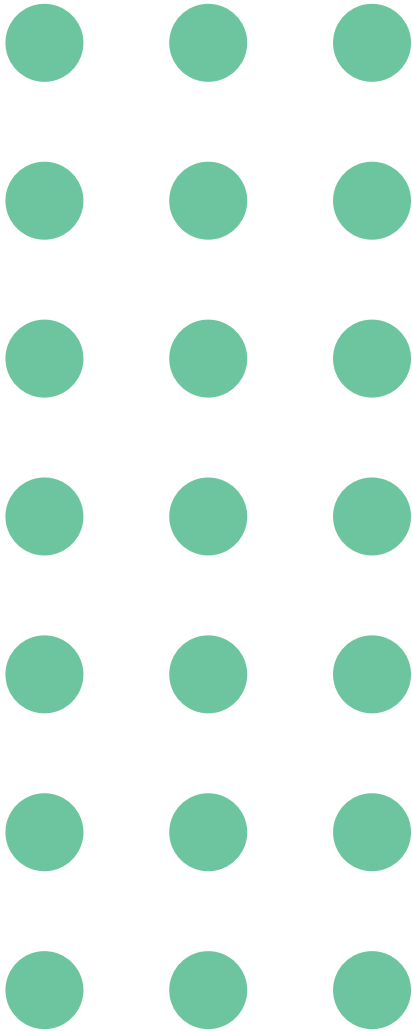
4 **EQUALITY STARTS WITHIN**
ERICA J. ROGERS, PRESIDENT & CEO, SILK ROAD MEDICAL, INC.

6 **CHAMPIONING FEMALE LEADERS**
*DHEERAJ PANDEY, CO-FOUNDER & CEO, NUTANIX AND RUKMINI
SIVARAMAN, SVP OF PEOPLE & BUSINESS OPS, NUTANIX*

8 **A PERSONAL APPROACH TO A PROFESSIONAL NEED:
A LESSON IN SUPPORTING WOMEN LEADERS**
SUSAN ELLENBERG, SANTA CLARA COUNTY BOARD OF SUPERVISORS

10 **MENTORING IS HELPFUL BUT NOT SUFFICIENT**
SHELLYE ARCHAMBEAU, AUTHOR OF UNAPOLOGETICALLY AMBITIOUS





EQUALITY STARTS WITHIN

*Erica J. Rogers, President & CEO,
Silk Road Medical, Inc.*

From my earliest memories, it never occurred to me that my gender would or could hold me back. I navigated school and then thirty years in business without thinking I was disadvantaged by being female. Throughout my career progression, I had plenty of mentors and role models. Most of them were men. I took their advice and criticisms and looked up to many of them. I also had female role models along the way, albeit far fewer, but I didn't give more weight to their advice simply because they were female.

How did I rise through the ranks without a substantial number of females pulling me up? It starts with the fact that no one ever told me, and I didn't innately feel, that I needed it. The message was loud and clear – be tenacious, strive for excellence and you will succeed. Be yourself.

Based on my experience, one could conclude that women don't need extra consideration when it comes to equality in the workplace. This is categorically untrue. How do I know? For many reasons, the most obvious of which occurs when I introduce myself as the CEO. I hear the gasp, followed by, "Oh wow, YOU'RE the CEO?" Translated: How is it possible that this company is led by a woman? It is still far too rare. Women leaders make



up only five percent of the Fortune 500 despite the fact that women make up the majority of university degrees and 50 percent of the workforce in America. Across all sectors, male leaders outnumber female leaders by wide margins.

In a sobering piece from Fast Company in 2019, Michael Holmes synthesized the findings of 160 studies on the effects of gender. Due to quotas and policies, women are often considered tokens on management teams, which can undermine their legitimacy as an otherwise competent leader. Forcing companies to treat women differently may actually be causing more harm than good. It tells women loud and clear: you are disadvantaged, and men need to be forced to give you a break.

So, what am I doing to raise up women leaders? As a start, leading by example. And doing what I have always done – hiring and promoting based on merit, not on gender or other differentiating factors such as sexual orientation, race and ethnicity, or disability. I speak up loudly when women are relegated to the kids table and insist that all people are included. I pay attention to implicit biases that may exist among executive leadership, boards, and managers and act on any negative bias swiftly with a zero-tolerance approach.

At Silk Road Medical over 50 percent of the VP level and higher roles are female, but not because we explicitly set out to do that. These women have earned their roles.

In summary, the goal – my goal – is to remove biases of any kind, implicit or explicit, whether it feels appropriate or not. Pay attention, train people on implicit bias, and remove it. Finally, invite all people to the adult table and share the feast of success.



Erica J. Rogers

Favorite app?

Camera

Last book read?

The Overstory by Richard Powers

Mentor or role model?

My first start up co-founder, Reza Zadno, PhD.

What inspires you?

Science

CHAMPIONING FEMALE LEADERS AT NUTANIX



*Dheeraj Pandey,
Co-Founder & CEO, Nutanix*

Favorite app?

Pocket

Mentor or role model?

Andy Grove

Last book read?

The Sleepwalkers by Christopher Clark

What inspires you?

A combination of humility and fierce resolve.



*Rukmini Sivaraman,
SVP of People & Business Ops, Nutanix*

Favorite app?

Libby (for e-books)

Mentor or role model?

Ruth Bader Ginsburg

Last book read?

Thirteen Days by Robert Kennedy

What inspires you?

Solving the hard problems.



“A strong woman loves, forgives, walks away, lets go, tries again, and perseveres... no matter what life throws at her.” In many ways, that’s what enduring companies do – they love what they do, they wage a war (on behalf of the underserved customer), they learn, they try again, and they persevere as the market evolves. At Nutanix, we believe diversity is a cornerstone of our [12 culture principles](#), as we think about leadership, creativity, and longevity.

BOTTOM-UP AND TOP-DOWN

We have set measures to increase awareness at all employee levels (bottom-up) and set expectations for holding top-level employees accountable (top-down). This approach challenges us to not only understand why our initiatives are important, but also to set expectations for how we can increase our female leadership and diversity.

Each team member at the VP level and above undergoes unconscious bias training and receives gender and diversity statistics of their team members. Why? Because increased awareness is always beneficial to understanding the makeup of your team and learning where there is room for improvement is essential for building a stronger business. While team statistics are only available to our leaders, last summer we introduced a set of high-level organizational statistics company-wide that includes gender makeup and diversity.

SOURCING AND FOSTERING TALENT

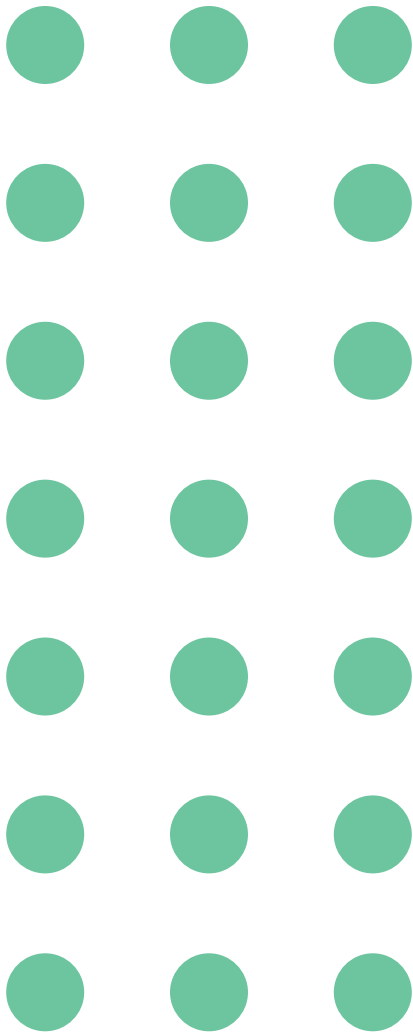
Bringing more women into the hiring process has been a critical step for Nutanix as a way to empower our female

talent and find new leaders. We have recently also formed a talent acquisition team focused on sourcing exceptional diverse talent, including women. It is this continued practice of increasing awareness and focus – in this case, understanding who we are targeting and bringing in – that helps Nutanix hire more women and source a new class of female leaders.

We have also championed internal initiatives like Webscale Women, an employee resource group formed in 2015 that uses social, educational, and philanthropic opportunities to connect, collaborate, and inspire both women and men at Nutanix. The objectives of this group are to provide development opportunities and allow employees to foster strong relationships.

LOOKING AHEAD

We are far from done. Being an operating systems (infrastructure software) company with a business-to-business (B2B) business model has its demographic challenges with the talent pool. Fortunately, computer science departments around the world are creating opportunities for girls to pursue a field whose torchbearer was none other than one of the most powerful women in technological history: [Lady Ada Lovelace](#), the world’s first programmer to recognize the power of algorithms. We are partnering closely with Girls in Tech – under the leadership of our Chief Information Officer (CIO), Wendy Pfeiffer, who serves on its Board – to build that special awareness that girls, given their creativity, can be better coders than anyone out there!



A PERSONAL APPROACH TO A PROFESSIONAL NEED: A LESSON IN SUPPORTING WOMEN LEADERS

Susan Ellenberg, Santa Clara County Board of Supervisors

The needs of women leaders change, depending on where they are in their careers. Some need you to open a door or make an introduction, while others need coaching and mentoring to help focus their goals and aspirations. Some need space to grow. And some just need you to cheer them on!

Throughout my career, I have found myself needing all of these things at various times and I was fortunate enough to have found many strong women leaders who mentored me, opened doors, and lent their time, talent and financial support to help me get to where I am today.

I never forget this. It is part of who I am now. I am part of the ripples of those women leaders. And this drives me to always look around and do the same for other women fighting to progress in their careers or avocations.

You see, supporting women should not be an afterthought or something that you do separately from everything else. It is not a box to check, nor does it need to have its own department. We are all responsible for one another. Each of us has the ability to cultivate a woman's leadership skills. And for me, it is woven into what I do while at the office, and what I do when I am not; in other words, it is what I do every day.



It is what I think about when looking over a new policy proposal that could offer accessible, affordable childcare so that women can grow their potential, knowing that their children are safe and cared for.

It is what I think about when working with partners on a shared goal. I glean confidence from other women leaders who will amplify and build on my vision and allow me to help them realize their visions as well.

It is what I think about when I mentor women looking to run for office, start a business, enter the board room or climb the ladder.

It is what I think about when I support and encourage one of my daughters to chase her dreams on the campaign trail with a presidential candidate and the other to pursue a distinguished career in academia.

And it is what I think about when the dynamic women on my staff ask for space and time to further their professional development through leadership cohorts, ongoing volunteerism on boards and even in elected office.

When you look at everything that you do through the lens of empowering women's leadership, it becomes part of everything you touch and everything you do. It is your life. It takes time, but the impact is significant. Each of those women whose lives I have had the honor to touch becomes a ripple, just like I experienced. It is my greatest hope that each of them goes out and creates her own ripples so that the impact of putting women first manifests in the betterment of our world.

Women's leadership needs women to lead: as supporters, catalysts, mentors and champions. If not us, then who?



Susan Ellenberg

Favorite app?

Find My Phone

Last book read?

Killers of the Flower Moon: The Osage Murders and the Birth of the FBI by David Grann

Mentor or role model?

Former San Jose Mayor Susan Hammer

What inspires you?

The natural world inspires and centers me.





MENTORING IS HELPFUL, BUT NOT SUFFICIENT

*Shellye Archambeau, author
of Unapologetically Ambitious*



I have been fortunate to have had many mentors during my career. I learned an early lesson when I was a rising professional at IBM, where a part of the “high potential program” was to choose a mentor. I chose an executive I knew. To my surprise he admonished me. “Shellye, you’ve got me, ask for someone else.” That was when I realized I could have many mentors. Mentors provided me with advice about how to excel in the jobs I held as well as counsel on future career steps.

But even more valuable to me were my sponsors. A sponsor is someone who opens doors to opportunities for you. They are the ones who talk about you when you are not in the room, they recommend you proactively, and they hire you into significant growth roles. Women and people of color need more sponsors to open doors for them.

When you encounter a woman or person of color with talent and high potential, try to get to know them. Keep them in mind when you have or hear of growth opportunities. Take the time to be their advocates. It is not only important in general, but it was critical for me.

My first real sponsor was Ken Thornton, a senior executive at IBM, who sponsored me into my first junior executive role. I worked for one of his direct reports in my first role with a U.S. wide scope. Even after leaving his team, Ken was a champion for me in senior executive sessions where talent is reviewed.

My most recent sponsor was the late Bill Campbell. He was renowned in Silicon Valley. He got to know me when I was CMO and EVP of Sales at Loudcloud, where he served on the board of directors. He is the one that introduced me to Kleiner Perkins and vouched for me with Vinod Khosla, who hired me in my first CEO role.

What has been even more rewarding still has been sponsoring others. I am proud to say I have opened doors and helped a number of people, particularly women and people of color, get elected to their first corporate board of directors.

There are a lot of talented women and people of color who just need the door opened, the opportunity offered, the challenge extended that gives them the chance to demonstrate their capabilities and grow. They need sponsors. They need you.

Who are you sponsoring? I don't mean mentoring. Mentoring is helpful, but not sufficient. Which woman or person of color are you proactively highlighting to others? They can do a lot to push themselves upward, but there are still so many forces working against them as they fight to get where they want to be. Sponsorship is a tangible strategy to help women and people of color rise.

Unapologetically Ambitious

[HBG / Grand Central Publishing Fall 2020]
pre-order now at <https://amzn.to/2HNFsal>



Shellye Archambeau

Favorite app?

Evernote

Last book read?

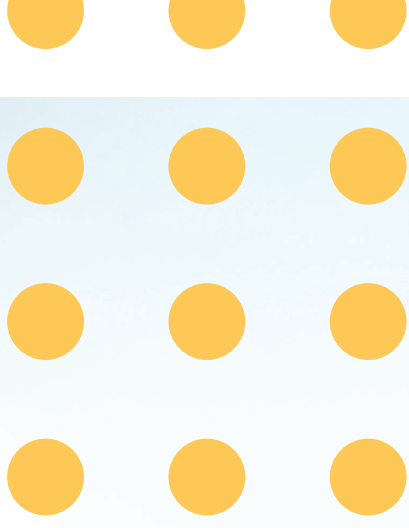
What You Do is Who You Are by Ben Horowitz

Mentor or role model?

Michelle Obama

What inspires you?

The Millennials



Solutions to Bay Area Challenges

CONTENTS

14 MODERNIZING OUR NATION'S TRANSPORTATION SYSTEM
 SENATOR TOM CARPER, DELAWARE

16 HUAWEI: A CHANGE AGENT FOR DIGITAL EDUCATION
 AND INCLUSION IN THE BAY AREA AND BEYOND
 JOY TAN, SVP OF PUBLIC AFFAIRS, HUAWEI TECHNOLOGIES USA

18 CHANGE YOUR COMMUTE, IMPROVE YOUR LIFE
 ROB SADOW, CO-FOUNDER & CEO, SCOOP

20 SUPPORT APP-BASED DRIVERS IN NOVEMBER
 MEMBERS OF THE PROTECT APP-BASED DRIVERS
 & SERVICES COALITION

22 GAME CHANGING SOLUTIONS FOR HIGHER EDUCATION
 MARK ROCHA, FORMER CHANCELLOR,
 CITY COLLEGE OF SAN FRANCISCO

24 PEOPLE, PLANET OR PROFIT?
 RAO MULPURI, CEO, VIEW

26 BUILDING AFFORDABLE HOUSING
 MALIA M. COHEN, MEMBER,
 CALIFORNIA STATE BOARD OF EQUALIZATION

28 IT'S NOT ROCKET SCIENCE. IT'S RELATIONSHIPS.
 SUZANNE ST. JOHN-CRANE, CEO,
 AMERICAN LEADERSHIP FORUM SILICON VALLEY

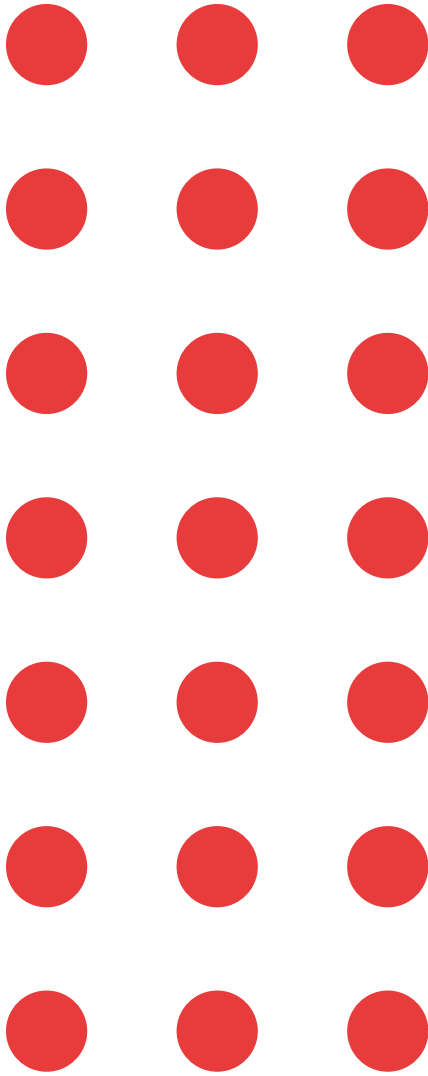
30 EXPONENT'S SECRET TO SUCCESS?
 PROMOTING HARD WORK
 CATHERINE FORD CORRIGAN, PRESIDENT & CEO, EXPONENT

32 FOOTHILL-DE ANZA RESPONSE TO
 THE HOUSING CRISIS
 JUDY C. MINER, ED.D., CHANCELLOR,
 FOOTHILL-DE ANZA COMMUNITY COLLEGE DISTRICT

34 WINNING ON AN UNEVEN PLAYING FIELD
 JOHN GLOVER, FOUNDER & CEO, ALPHA PUBLIC SCHOOLS
 AND RONNIE LOTT, FORMER SAN FRANCISCO 49ER

36 A SOLUTION TO CALIFORNIA'S POWER SHUTOFFS
 (AND MORE) COULD BE SITTING IN YOUR DRIVEWAY
 MATT MAHAN, CEO & CO-FOUNDER, BRIGADE;
 COUNCILMEMBER-ELECT, SAN JOSE DISTRICT 10;
 COMMISSIONER, SAN JOSE CLEAN ENERGY
 ADVISORY COMMISSION

38 SILICON VALLEY: BETTER TOGETHER
 CARL GUARDINO, PRESIDENT & CEO,
 SILICON VALLEY LEADERSHIP GROUP



MODERNIZING OUR NATION'S TRANSPORTATION SYSTEM: MAKING INVESTMENTS TODAY TO MEET THE NEEDS OF TOMORROW

Senator Tom Carper, Delaware

Transportation networks are composed of hundreds of thousands of smaller parts – bridges, roadways, rail tracks, and buses are each a component of a system, and each mode of transportation routinely affects the others.

A congested street will delay the transit bus schedule. A roadway repair project may block a bike lane or sidewalk. A train outage that displaces riders into cars will increase congestion. A decision to invest in one transportation asset, over another, is a decision that can shape communities for decades.

When people plan their trips, no matter what the destination, they want choices on how to travel. Transportation agencies also need choices and flexibility on how to build and manage their multimodal transportation networks. In some instances, the best way to reduce highway congestion will not necessarily be a roadway expansion project, particularly as we seek to address our goals of safety and climate stewardship.



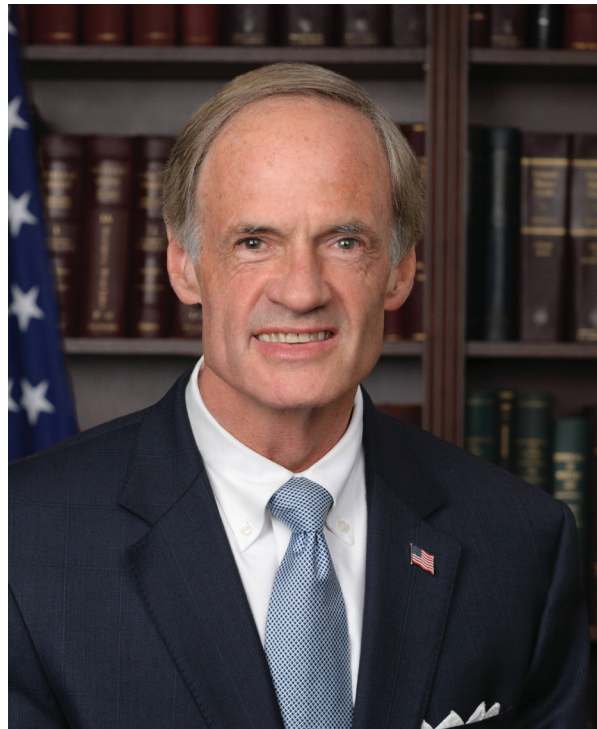
That is why, when the Senate Environment and Public Works Committee (EPW) began working on a surface transportation bill in EPW Committee last year, one of my top priorities was to increase opportunities to invest in multimodal, low-carbon transportation infrastructure.

In America's Transportation Infrastructure Act, the bipartisan bill that I authored with the EPW Committee Chairman, Senator John Barrasso (R-WY), we increased flexibility for local agencies to invest in non-highway transportation solutions across nearly all of the highway programs. We also developed several new programs to enhance mobility and begin to address the climate impacts of transportation.

Our bill provides funding and incentives for states and cities to reduce their carbon emissions by managing travel demand and shifting some travel from single-occupancy vehicles to transit, biking, walking, and carpooling. It includes grants to install networks of Electric Vehicle (EV) charging infrastructure for EV and other alternative fuel vehicles. It includes a pilot program for communities to evaluate options to remove underused highways that are barriers to mobility for the nearly 10 percent of American households that do not own a car. These programs will allow state and local agencies to determine which investments will best improve the mobility and freight networks that are critical to their community.

Our transportation assets are components of an interdependent system. Our transportation governance system is also an interdependent partnership between the federal programs that our bill authorizes, and the state and local agencies who receive federal funds to plan, build, and maintain the road and transit systems.

As Ranking Member of the U.S. Senate EPW Committee, I have sought to ensure that the federal government remains a consistent, reliable partner to states and cities, encouraging innovation and addressing critical challenges. Passing America's Transportation Infrastructure Act will do just that.



Senator Tom Carper

Favorite app?

The Weather Channel

Last book read?

The Book of Proverbs

Mentor or role model?


Former Indiana Congressman Lee Hamilton

What inspires you?

The selfless service of others.

HUAWEI: A CHANGE AGENT FOR DIGITAL EDUCATION AND INCLUSION IN THE BAY AREA AND BEYOND

Joy Tan, SVP of Public Affairs, Huawei Technologies USA



Huawei believes digital technologies should connect, not divide. We also believe advanced, secure connectivity is just the beginning. What's needed for true digital enablement and inclusion are applications and services that deliver benefits to individuals, organizations, and communities – and the skills to build and use them.

Huawei also believes that as a provider of technologies that connect one-third of the world's population, we have an important role to play in enabling and delivering those skills. That's why Huawei is a proud supporter of STEM (science, technology, engineering, and mathematics) education, in the San Francisco Bay Area and beyond. We partner with local educators, community organizations, and activists around the world to deliver innovative, “game-changing” solutions for STEM education and digital inclusion, under a banner we call TECH4ALL.

In 2013, Huawei launched its ICT Academy program, which helps universities and colleges train teachers,

improve information and communication technologies (ICT) curricula, and build and operate ICT labs. Since 2015, Huawei has set up ICT Academies at more than 600 universities worldwide and helped deliver training to more than 1,500 teachers. Today, 1,600 colleges and universities around the world are involved in the ICT Academy program, which attracted 100,000 registered students in 2019. Phase 2.0 of the program, launched in February 2020, will develop some two million ICT professionals within five years. To reach this ambitious goal, the Huawei ICT Academy Development Incentive Fund (ADIF) will invest at least US \$50 million to support more ICT Academies.

In Europe, Huawei has launched the SmartBus – an interactive, mobile digital classroom that helps children aged 11 to 15 identify, avoid, and report instances of cyberbullying, fake news, and identity and personal information threats. So far, the SmartBus program has visited 50 schools in Belgium and the Netherlands and engaged 25,000 students and families in Spain and Portugal.



Joy Tan

Favorite app?

LinkedIn

Last book read?

The Future is Faster Than You Think
By Peter Diamandis

Mentor or role model?

Mentor John Bukowsky, Citrix

What inspires you?

Helping women and girls get into the tech industry.

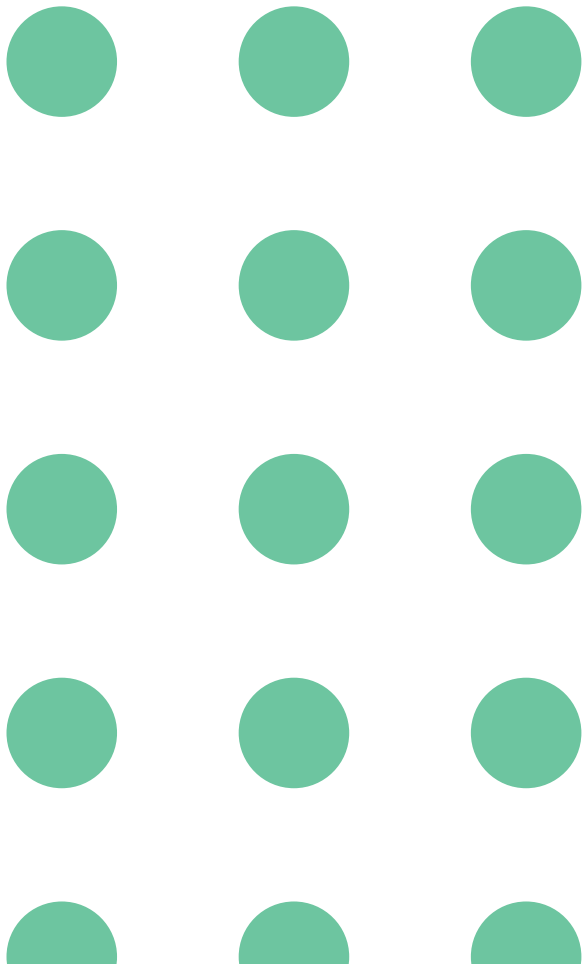
In the Bay Area, Huawei works closely with organizations such as the Silicon Valley Leadership Group, City Year San Jose/Silicon Valley, and the Silicon Valley Central Chamber of Commerce (SVCCC). In 2019, we were an SVCCC “Platinum Sponsor of Education for Economic Development.” Huawei employees have donated money and time to support STEM education and related programs across the Bay Area.

Over the next five years, Huawei plans to connect another 500 million people around the world to the power and benefits of digital technologies. We hope a growing number of these people will be Bay Area residents who join our efforts to deliver TECH4ALL.



CHANGE YOUR COMMUTE, IMPROVE YOUR LIFE

*Rob Sadow,
Co-Founder & CEO, Scoop*



The Bay Area is no stranger to longer and increasingly painful commutes. On average, Bay Area residents spend 30 minutes commuting one way. This figure is higher than the national average, which has increased by 20 percent over the past 40 years. Commuting is now the third largest reason for leaving a job, according to ADP Research Institute.

Employers across the Bay Area are feeling the growing impact of lengthening commutes over the past decade. According to the 2019 Scoop State of the American Commute report:

- 71 percent of Bay Area commuters have not applied to jobs based on lengthy commute times.
- 32 percent of Bay Area commuters feel that commuting causes them personal stress every day.

CARPPOOLING: A GAME-CHANGING SOLUTION TO TODAY'S COMMUTE CHALLENGES

Studies show that carpooling positively impacts the well-being of commuters – and can provide meaningful returns on business metrics like employee engagement, retention, and productivity.

According to our State of the American Commute research, carpoolers are 44 percent more satisfied with their lives than commuters who drive alone. In addition, carpoolers are 25 percent more likely to feel that things they do in their lives are worthwhile – and are 32 percent happier overall.

Why? Commuters who choose to carpool to work have more opportunities to meet new people, network, exchange ideas, and deepen social relationships with their coworkers. By carpooling and spending their commute time in a more meaningful way than driving alone, these commuters show that a relatively small daily change to the commute positively impacts their lives and the organizations they work for as a whole.

CHANGING LIVES BY CHANGING THE COMMUTE

A better commute can cultivate meaningful relationships at work, increase employee retention, engagement, and productivity, and improve mental and physical health.

Companies are taking note of the power of commute – it's why some of the world's most forward-thinking organizations like LinkedIn, Workday, and T-Mobile partner with Scoop to offer convenient and enjoyable carpooling to their workforces.

According to a recent Scoop survey, carpooling improves the lives of commuters by:

- **REDUCING STRESS AT WORK:** Nearly 80 percent of carpoolers say they are less stressed at work after carpooling as opposed to using other commuting modes.
- **INCREASING ENERGY AND PRODUCTIVITY:** 50 percent of carpoolers say they feel more energized and productive at work after carpooling.
- **BOOSTING HAPPINESS AT WORK – INCREASING INTENT TO STAY:** 70 percent of carpoolers say they are more likely to stay at their current employer due to the meaningful relationships they have created with their coworkers on the way to work.
- **OVERALL MAKING THE COMMUTE MORE ENJOYABLE:** 95 percent of carpoolers say carpooling has made their commute more enjoyable

DRAMATICALLY IMPROVE YOUR COMMUTE WITH CARPOOLS WITH CO-WORKERS AND NEIGHBORS

Carpooling is on the rise. It's encouraging to see the world's most forward-thinking organizations realize the impact that commuting has on its employees, their families, and the communities we live in. Scoop hopes to continue to inspire change by encouraging leaders across the country to choose to make the commute for their employees a more meaningful part of the day.



Rob Sadow

Favorite app?

Scoop carpooling app. Spotify is a close second!

Last book read?

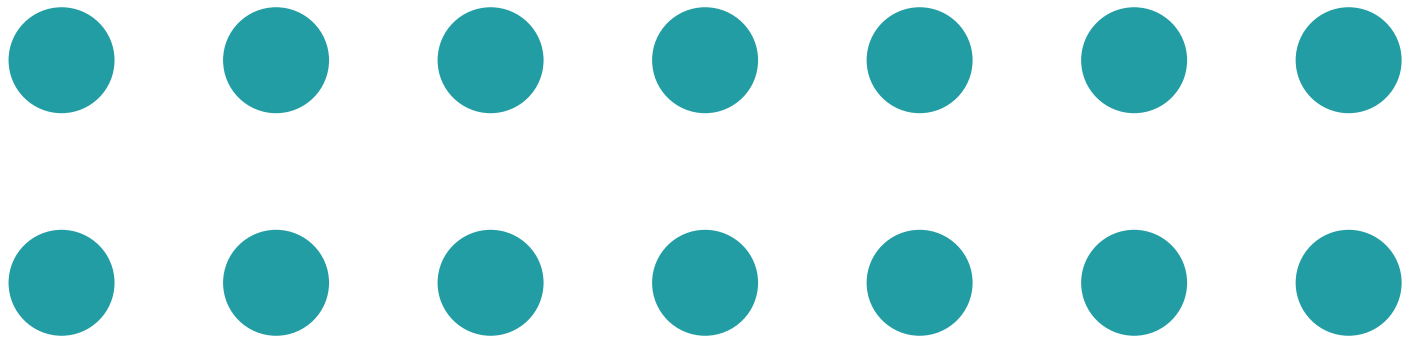
The Lightbringer series by Brent Weeks

Mentor or role model?

Jeff Weiner of LinkedIn

What inspires you?

Knowing that we have the power to dramatically improve our every day commute.



SUPPORT APP-BASED DRIVERS IN NOVEMBER

Members of the Protect App-Based Drivers & Services Coalition



Last year, the California Legislature passed a problematic new law that threatens to take away the freedom of hundreds of thousands of app-based drivers to work flexible schedules as independent contractors with app-based rideshare and food delivery companies.

This law sought to make drivers work with our platform employees, whether they want to or not. In survey after survey, drivers have emphatically said by a four to one margin that they want to protect their flexibility and independence because it enables them to work on their own terms.

Thousands of drivers wrote to the legislature explaining why flexibility matters to them, but the sponsor moved forward with the bill and it became law January 1, 2020.

There have been numerous issues across various industries with the implementation of this law, and

dozens of bills have been introduced to try and fix the problems this law has created.

That's why a range of app-based companies put the Protect App-Based Drivers & Services Act on the November 2020 ballot.

We are now focused on taking this issue straight to the voters and passing a ballot measure that proactively provides historic, new economic benefits and protects our app-based drivers' needs, while protecting their right to be independent contractors.

More than 55,000 app-based drivers have signed in support of our measure, and hundreds have shared their story about why protecting their flexibility is important. With the high cost of living in California, people are doing what it takes to make ends meet at the end of each month. The flexible work opportunities offered by these



Members of the Protect App-Based Drivers & Services Coalition

platforms allow drivers to earn money when it's convenient for them so they can focus on things that are important.

Our measure guarantees drivers earn an amount equal to at least 120 percent of the minimum wage plus 30 cents a mile compensation toward expenses, with the potential to earn more.

The initiative also provides a health care contribution that drivers start earning after driving 15 hours per week and reach the full contribution at 25 hours per week, providing drivers in Silicon Valley with access to health care. The ballot measure also provides occupational accident coverage to cover on-the-job injuries, similar to workers' compensation insurance. Our measure also includes customer and public safety protections such as recurring driver background checks, mandatory safety training, zero-

tolerance for alcohol and drug offenses, and a cap on driver hours to prevent sleepy driving.

By protecting worker flexibility and economic security, this ballot measure ensures that the rideshare and delivery services millions of Californians rely on every day remain available and affordable.


We are proud to stand for our drivers and fight this law at the ballot box rather than settle for half-measures that don't address the needs and desires of our drivers. We hope that you'll join the California State Conference NAACP, California Police Chiefs Association, 55,000 app-based drivers and dozens of other organizations in support of our measure.

Learn more at ProtectDriversAndServices.com

GAME CHANGING SOLUTIONS FOR HIGHER EDUCATION:

City College of San Francisco Builds a New, Hybrid 21-Month Working Adult Degree Program

Mark Rocha, Former Chancellor, City College of San Francisco



Guadalupe is a City College of San Francisco (CCSF) student at our campus in the Mission District of San Francisco. She is also a mom who works most weekdays and weekends. Every Tuesday and Thursday afternoon, Guadalupe takes the bus to the campus, drops off her daughter in the campus childcare center, and takes two courses toward her transfer requirement to San Francisco State University (SFSU). She will soon graduate with honors and transfer to SFSU to pursue a major in psychology and her dream to be a school counselor.

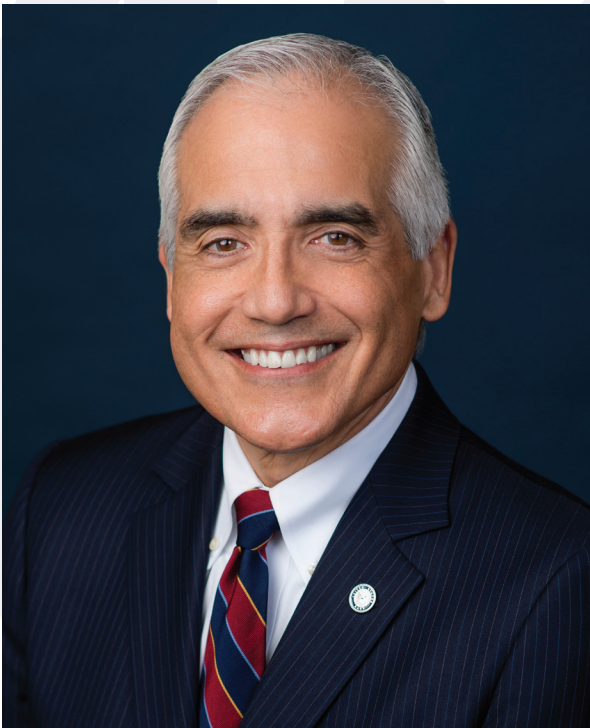
Guadalupe is one of hundreds of new students who have enrolled in CCSF's innovative Working Adult Degree Program (WADP). Why innovative? Because the coursework is offered in a convenient online/hybrid format that requires a student to come to campus only twice a week.

One of the hallmark features of the WADP is that a student takes two courses at a time for eight weeks and then goes on to the next two courses in sequence. This means the student often qualifies for free, no-debt financial aid as a full-time student. This aid covers tuition, books, transportation, housing, and childcare. Best of all,

the students move through the program as a cohort so that they form a self-supporting group.

The number of young people graduating from Bay Area high schools is declining, but the number of adults age 25 to 49 is the booming demographic in higher education today. The future of higher education and the future of the Bay Area economy depend on serving this growing demographic of working adults who have left school to work and start families and now want to return to pursue their dreams and get ahead in the 21st century economy. These students have been out in the workforce and have the soft skills that are critically important to employers. They are smart and know how to work hard. But they have jobs and families and need a program that will plug them into the Bay Area economic mainstream quickly.

Since 1935, CCSF has been an innovation engine and an incubator for the American Dream. The community college itself is an American invention that has always adapted to the needs of the community. True social justice is providing universal opportunity. If you want to restore your faith in the American Dream and in our collective future, then all you need to do is get to know one of our students in the WADP.



Mark Rocha

Favorite app?

Flipboard

Last book read?

These Truths: A History of the United States
by Jill LeFlore

Mentor or role model?

August Wilson, African American Playwright

What inspires you?

My students. They believe in the American Dream
and are working so hard for it.

***For information on the Working Adult Degree Program:
<https://www.ccsf.edu/en/educational-programs/WADP.html>***

PEOPLE, PLANET OR PROFIT?

Pick all three. Technological Innovation Enables Progress Without Compromises.

Rao Mulpuri, CEO, View



Favorite app?

View

Last book read?

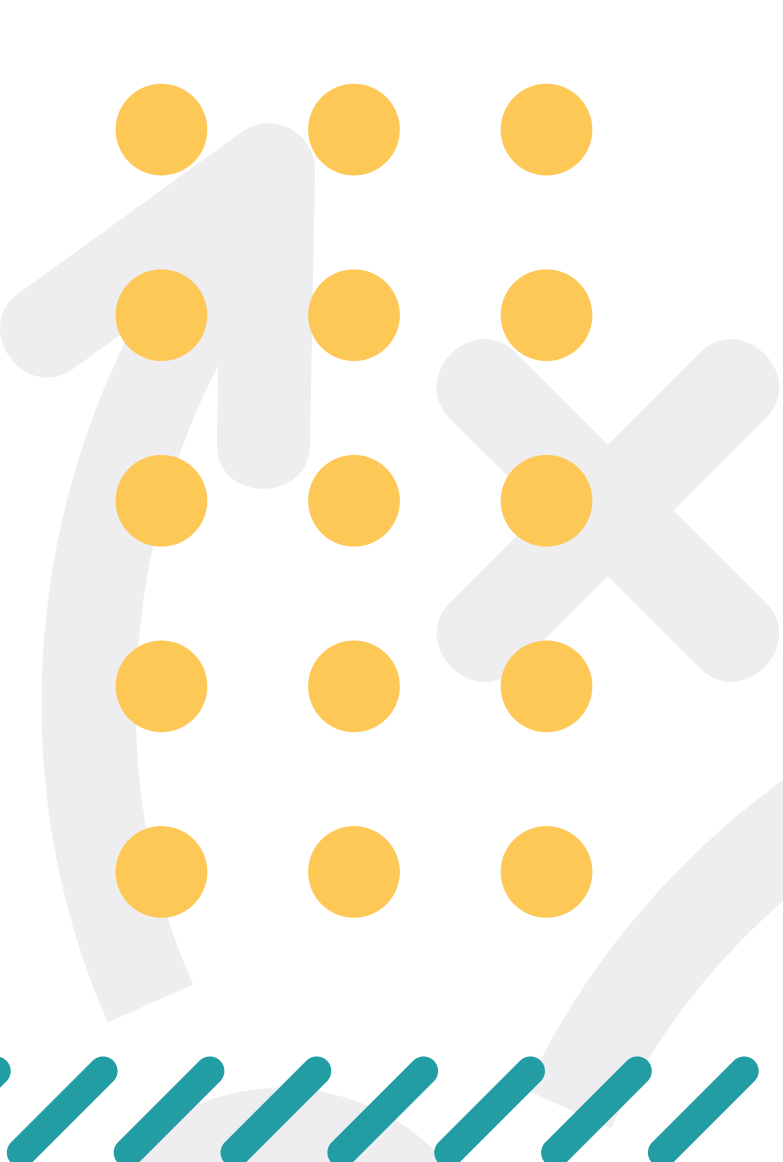
Wired to Care by Dev Patnaik

Mentor or role model?

People dedicated to their profession.

What inspires you?

Eternal optimists



emergency call. A majority of Americans now believe we need to take immediate action to solve the problem. Business leaders are waking up to the fact that their employees—along with customers, investors and communities—will not work with a company if it does not work for the planet.

Whenever society has been faced with a problem, technology has come to the rescue with innovative solutions that not only solve the problem, but improve overall quality of life. In order to scale and create lasting change, the solution also needs to be profitable. At View, we recognized that buildings are one of the largest sources of greenhouse gas emissions and decided to go after the problem by reimagining the window. Buildings with traditional windows trap heat like a greenhouse and rely on big air conditioning systems to pull all that heat out. Our scientists and engineers have developed smart windows that adjust themselves based on cloud cover and the angle of the sun. This high-performance technology can cut a building's energy use by up to 20 percent.

True sustainability must include not just the natural environment outside our buildings, but the human environment inside them. The success of companies in the knowledge economy depends on attracting and retaining talented employees—people who have high expectations for their workplace. Surveys show that more than any other amenity, employees say they want a healthy work environment.

It turns out that the same factors responsible for making buildings energy hogs also negatively impact the health and wellness of people. Smart windows reduce glare while increasing access to natural light and views of the outdoors—both of which are critical determinants of health and wellness. This has been proven to make employees happier and healthier—even smarter.

As an added benefit, smart windows also make the entire skin of a building digital and intelligent, allowing the building to be future ready and to gain new capabilities. With innovation and technology, we do not have to settle for a zero-sum game. We can create a world where we continue to improve the quality of life of people, to be responsible to the planet, and to improve the competitiveness of businesses.

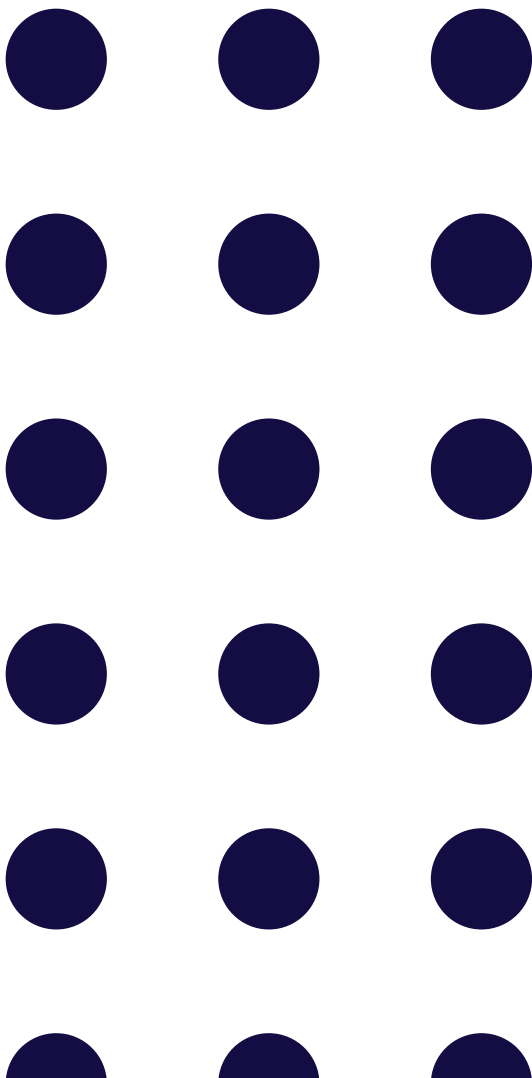
I have always believed that a corporation's bottom line should be defined not just by profit, but by the good it does for both people and the planet. In the past, even the most environmentally-conscious business leaders thought this was not possible. Conventional wisdom dictated that there had to be a compromise. As the CEO of a technology company that is transforming buildings to improve occupant health and wellbeing, reduce energy consumption, and increase productivity, I believe it is possible for innovation to drive the type of human progress where you can pick all three—people, planet, and profit.

I am an eternal optimist. I am also a scientist. So, I am concerned. Catastrophic weather events and wildfires are the recent manifestations of what clear science has demonstrated lies ahead. Being environmentally responsible is not a nice-to-have, it has become an

BUILDING AFFORDABLE HOUSING

Every Option Should be Explored

*Malia M. Cohen,
Member, California State
Board of Equalization*



A 2019 report from the California Housing Partnership found that California needs at least 1.4 million additional affordable housing units.

As Chair of the California State Board of Equalization, I identified the production of affordable housing as one of the critical issues that had to be addressed by the Board.

One of my first acts was to request a formal report on Opportunity Zones, designed to produce affordable housing, to determine if regulatory challenges would be created by this program.

California also has other proposals to address the housing crisis: \$4 billion in housing bond funds for infill housing and multi-family units; using excess state property for the development of affordable housing; and, limiting development fees on new housing construction.

All of this is a good start, but we need to do more.

To understand the urgency, take a look at the median rent for a two-bedroom apartment in some Bay Area cities. In San Mateo, the median rent in February 2020 was \$4,480; in Fremont, \$3,780; in San Francisco, \$3,100; in San Jose, \$2,630; in Palo Alto, \$3,230; and, in Cupertino, a jaw-dropping \$5,260.

Clearly, we need new, innovative ideas to provide affordable housing for middle-class families -- the "missing middle."

One approach could be to allow local jurisdictions to agree to reduce or forgo property taxes on newly constructed affordable housing units made available to moderate-income families.

A proposal heard in this Legislative Session, AB 1734, by Assemblymember David Chiu (D-San Francisco),

would have provided a property tax exemption for non-profit rental housing occupied by moderate-income households. The proposal died in committee.

Another approach could be to allow local governments to form “Affordable Housing Development Agencies,” which could tap into revenue generated by tax increment funding, which previously funded redevelopment agencies (RDA’s).

Before they were abolished in 2011 to address a state funding shortfall, California had over 400 RDA’s that generated \$5.6 billion property revenue. With the end of RDA’s, this revenue was distributed to other state and local agencies.

Affordable Housing Development Agencies could use this revenue stream exclusively to support the development of affordable housing and related infrastructure. They also could be effective vehicles to leverage private investments in affordable housing.

By exercising tight fiscal controls and transparent oversight, Affordable Housing Development Agencies could avoid the past criticism of RDA’s as vehicles for urban renewal bulldozing, and the use of overly aggressive eminent domain to benefit commercial projects.

This proposal is similar in concept to AB11, authored by a statewide coalition of lawmakers, led by Assemblymember David Chiu, to create Affordable Housing Infrastructure Agencies. AB 11 also died in committee this year.

We need to explore these and other proposals to streamline and incentivize affordable housing development.

This is the least we owe to our teachers, firefighters, nurses, and first responders who are prime examples of the “missing middle” in new affordable housing.



Malia M. Cohen



Favorite app?

Aaptiv

Last book read?

Swayed, How to Communicate for Impact
by Christina Harbridge

Mentor or role model?

Judith Williams Sandoval

What inspires you?

Public service: making it relevant.

IT'S NOT ROCKET SCIENCE.

It's Relationships.

*Suzanne St. John-Crane, CEO,
American Leadership Forum Silicon Valley*



Favorite app?

Weavr. We built it to weave the ALF Network.

Last book read?

Become America by Eric Liu

Mentor or role model?

Susan B. Anthony

What inspires you?

Leaders taking risks in service to the common good.
Authenticity and vulnerability in public servants.



When we think about the homelessness crisis, it's easy to get overwhelmed quickly. It's also so much easier to jump to assumptions and misconceptions that generically explain in often way too simplistic terms "how we got here," versus digging into root causes of the problem. I've been on an unexpected journey for the last 30 years that has woven the issue and real consequences of homelessness into my life, making the impactful work of the American Leadership Forum all the more inspiring.

Here's the good news. The resources, best practices, and design strategies for solving homelessness exist right now. So, here's the challenge: Money and best practices are not how permanent solutions get built. Relationships are.

American Leadership Forum (ALF) joins and strengthens diverse leaders, creating and supporting networks for good. ALF's flagship Fellows experience, where 25 leaders from all walks of life embark on a year-long journey into mindfulness, relationship building, and cutting-edge leadership practices, has graduated 720 leaders over thirty years. ALF relationships have resulted in hundreds of cross-sector collaborations for the common good – From 1st Act Silicon Valley and Building Peaceful Families, to the national Encore Fellows Program and international Cisco Food Drive. ALF relationships have resulted in millions of dollars in local philanthropic investments. I sometimes wonder what Silicon Valley would be without ALF relationships.

Given that so many ALF Senior Fellows are cross-sector leaders working to solve homelessness, we made the decision three years ago to bring these players together, leveraging ALF principles and dialogue practices to accelerate impact. We've since facilitated dozens of

strategic convenings, rooted in authentic dialogue and curiosity. These activities produced public policy shifts to expedite affordable housing solutions, broadened and deepened perspectives as to the root causes of homelessness, and quietly opened doors to tens of millions of dollars now being invested locally in the homelessness crisis.

ALF Senior Fellow Faith Leaders have facilitated public convenings in neighborhoods where affordable developments are being proposed. Attendees wrestle with what their collective responsibility is to their neighbors who are unhoused or in need of affordable housing to prevent becoming homeless or displaced. Last year, ALF facilitated a 250+ person gathering where Santa Clara County residents, the unhoused, elected officials, and non-profits sat together, in dialogue, to better understand each other, bust myths, and emerge policy recommendations.

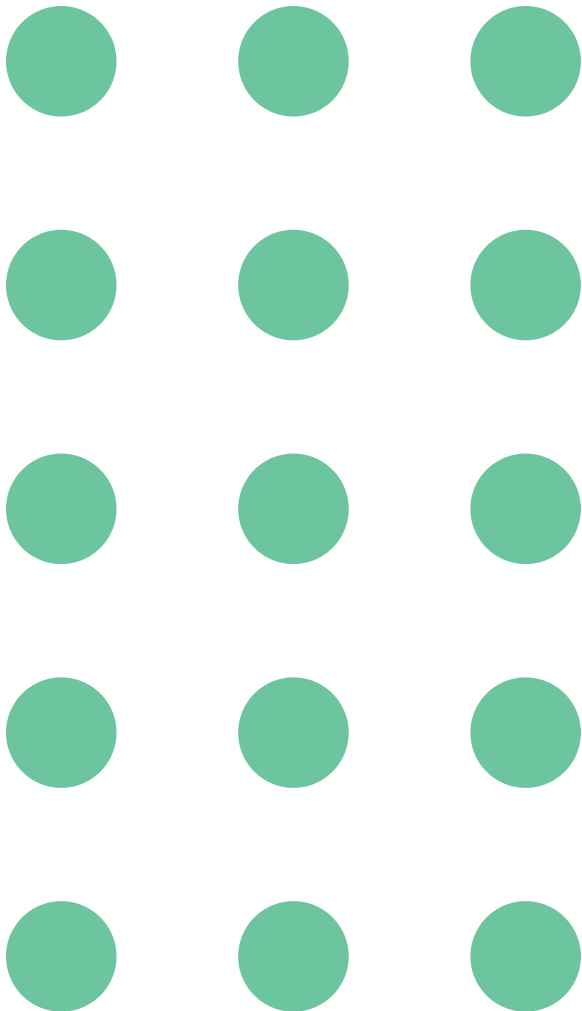
I'm once again reminded that ending homelessness isn't rocket science. And it must begin with building better relationships.

ALF will continue to be a catalyst for courageous thinking and bold collaboration for the common good. This is where the solutions lie. Are we as Silicon Valley leaders from all sectors willing to risk being wrong for the greater good? Are we willing to be part of building a solution that doesn't have our brand, organization and headshot at the center, but instead the overarching goal?

ALF believes that when we truly know each other, we will indeed have the courage to care for each other, building toward a community that works for all.

EXPONENT'S SECRET TO SUCCESS? PROMOTING HARD WORK

*Catherine Ford Corrigan,
President & CEO, Exponent*



Higher education is a path to analyzing both yourself and the world around you in new and unfamiliar ways. Unfortunately, too often this path is less accessible to women, particularly in STEM programs at the world's top universities. In the 1990s, when I was in graduate school, I was one of a small number of women in the entire mechanical engineering department. Many things have changed since then, but one thing has not: grit, passion, and perseverance are still the keys to success, in the research lab and in the boardroom.

Making it through the country's most challenging and rigorous academic programs takes all three of these traits. Doing it as a woman takes it in spades. Exponent has built a program to support our employees, recognizing the great achievements they have already made. We employ over 500 PhDs, MDs and other doctoral professionals across more than 90 disciplines and specializations. Our employees build long and successful careers at Exponent because they are passionate about solving difficult, real-world challenges with rigorous technical analysis.

Exponent's multidisciplinary culture and emphasis on collaboration is an environment where women thrive. To uncover the facts of any given issue, we put together a team that arcs across traditional departmental thinking. For example, bringing together statisticians, mechanical engineers, biologists, and in some cases even psychologists.

As a young engineer in the company, Exponent's approach provided me the ability to grow at a time when I had just completed a PhD and was by all means considered an "expert" in my area of research. As I moved up in the company, and it came my time to speak on behalf of my team, I knew I had the support of my colleagues — each brilliant and respected in their fields.

Exponent has built a professional development and mentorship program to help our engineers and scientists through the most challenging part of a career — one that often coincides with maternity leave, child-rearing, and other monumental times in a parent's life. During that time in my own life,

I was encouraged by a female executive in the company to present on a technical topic to a large, high-profile audience. The support I received from Exponent during that time propelled my career and my confidence.

Society has made significant strides, but it isn't enough. Today, Exponent has formalized the qualities of the company that allowed me to thrive here for 23 years. The company continues to support our junior and mid-level employees through our mentoring and sponsorship programs and as they pursue further licensing and certifications, attend conferences, and submit research to academic publications. Today, our corporate leadership team is predominantly female, as a result of supporting the qualities our consultants are known for: grit, perseverance, and passion.



Catherine Ford Corrigan

Favorite app?

Philz Coffee

Last book read?

Lab Girl by Hope Jahren

Mentor or role model?

Paul Johnston, Chairman of the Board of Exponent

What inspires you?

Exceptional teamwork

FOOTHILL-DE ANZA RESPONSE TO THE HOUSING CRISIS

*Judy C. Miner, Ed.D., Chancellor,
Foothill-De Anza Community College District*

In 2010, if you asked any of the more than 100 California community colleges to name their top three challenges for that year, it is unlikely that housing for employees and students would have made the list. Fast forward to 2020, and you will experience packed audiences at statewide and regional presentations on addressing an unprecedented housing crisis.

Located in the heart of Silicon Valley, Foothill and De Anza colleges are exploring ways to attract and retain outstanding faculty and staff who are finding it increasingly difficult to live within a reasonable commuting distance. We are also committed to assisting our students who face greater housing insecurity and homelessness than their counterparts in UCs and CSUs. Our students receive less federal, state, and institutional financial aid, and are consequently burdened with a greater total cost of attendance despite the lower enrollment fees at community colleges.

The Foothill-De Anza Community College District is engaging in multiple ways to facilitate affordable housing for employees and students:

- The district is part of a faculty housing initiative in Palo Alto sponsored by Santa Clara County Supervisor Joe Simitian.
- A \$600,000 investment by FHDA allows access to 12 of 60 housing units in a complex that will also be available to four other school districts: Palo Alto Unified, Mountain View-Los Altos, Mountain-View-Whisman, and Los Altos.
- The district will be part of a Joint Power Authority initiated by three school districts: Fremont Union, Cupertino, and Sunnyvale.

Terms of the agreement are in progress and aim to combine resources and expertise to assist with housing and childcare services for employees



Judy C. Miner

Favorite app?

Open Table

Last book read?

Upheaval by Jared Diamond

Mentor or role model?

Martha Kanter

What inspires you?

Student stories of how Foothill and De Anza transformed their lives.



of all four districts. The district sponsors house sharing and other forms of assistance through community organizations.

- During 2019-2020, Foothill College is paying Catholic Charities of Santa Clara County to identify house-sharing opportunities for Foothill students. A recent grant from the Saga Foundation (thanks to Los Altos Rotarians) will provide housing-related assistance to veterans. Foothill and De Anza colleges have established a relationship with the Bill Wilson Center and have joined the 100-Day Challenge, which involves several higher education institutions in efforts to house 100 students in 100 days.

PUBLIC/PRIVATE PARTNERSHIPS

The district has begun conversations with several companies, developers, and public agencies to explore possible collaborations. Additionally, we are interested in participating in future regional efforts

supported by the Silicon Valley Leadership Group and the Silicon Valley Community Foundation. Both organizations have identified housing as an urgent priority and are highly influential in their power to convene and inspire action.

MODEL PRACTICES IN LOS ANGELES COUNTY

Los Angeles County has a well-established Coordinated Entry System for its housing services as reported by several southern California community colleges. The district is interested in understanding lessons learned by the colleges – all of whom are willing to inform and advise us.


The urgency of the housing crisis requires us to accelerate our learning curve in the interests of our employees, students and regional communities. The good news is that we are engaged with partners who are ready, willing and able to make a difference sooner rather than later.



WINNING ON AN UNEVEN PLAYING FIELD

A Story of Student Triumph

*John Glover, Founder & CEO, Alpha Public Schools
and Ronnie Lott, Former San Francisco 49er and Owner,
Lott Auto Ventures*



Across the country, only nine percent of students from low-income communities complete college, compared to 77 percent of students from high-income communities.

Right here, in Silicon Valley, the gap is just as dramatic. In one of the richest areas in the world, low-income students attending public schools are statistically unlikely to attend college, whereas students from more affluent neighboring communities attend some of the highest-rated college-preparatory schools in the country.

In an effort to combat this inequity, Alpha Public Schools runs a network of high-performing public charter schools in East San José, where they serve a student population with over 80 percent of students qualifying for free or reduced-price lunch and over 95 percent identifying as students of color. This past spring, Alpha celebrated its first class of graduating seniors, with an incredible 99 percent of the student body receiving a letter of college admission, including to all of the schools in the UC system. What makes Alpha a game changer is not only the incredible rates at which students are attending

college, but also the support that Alpha provides to ensure students graduate.

It has always been Alpha's vision to prepare students to compete successfully on life's uneven playing field - to raise the bar on what is possible and to support students to maximize their potential. Alpha students face significant adversity when it comes to college access and college success. Over 90 percent will be the first in their families to attend college, many of which are undocumented immigrants. These students will need to navigate course scheduling, credits, financial aid, social pressures - all while dealing with the real impacts of imposter syndrome as they pioneer this new landscape.

Being a first-generation college student is no easy feat. But here's the advantage with an underdog: Everyone is rooting for you! And that's why Alpha is focused on fielding the strongest team possible - because developing a scalable and sustainable solution to the challenge of increasing college access and success is a team sport.



John Glover

Favorite app?

Strava

Last book read?

Insight by Tasha Eurich

Mentor or role model?

Tim Ranzetta

What inspires you?

Committed teachers who give their all for students and families.



Ronnie Lott

Favorite app?

Sonos

Last book read?

How to Fight by Thich Nhat Hanh

Mentor or role model?

John Mumford

What inspires you?

Making plays for others and being a servant.

Alpha does not send students unaccompanied and unequipped onto the playing field. They bring an army of support. We know the elements of a winning team: A strong culture, a great coach, fans who believe in them, players that believe in themselves and each other, and an essential understanding of the game at hand. Alpha builds each of these elements into its program to ensure its players thrive.

While students are attending school at Alpha, they experience a strong, college-going culture, with trips to universities, rigorous college-prep courses, and incredible teachers. Alpha also does substantial work with students' biggest fans - their parents - to ensure that they have access to the information they'll need about how to financially and emotionally support themselves and their kids once they're off to college. Alpha schools also focus on building student self-confidence - so they can imagine themselves succeeding in college.

Alpha doesn't consider the work done once students reach college, though the K-12 funding system does. Alpha goes above and beyond the expectations of public schooling, providing students with free, in-person alumni counseling; by providing last-minute scholarships to struggling college students; and by building a comprehensive data hub with links to essential information and resources for every college that our students attend.

Across the country, 91 percent of students who grow up in low-income communities do not graduate from college. In order for Alpha's students to defy expectations, our program must deliver a game-changing experience for them. By fielding a strong team behind every college-going graduate, our players will have what they need to cross the university finish line and claim victory, degree in hand, future wide open.

A SOLUTION TO CALIFORNIA'S POWER SHUTOFFS (AND MUCH MORE) COULD BE SITTING IN YOUR DRIVEWAY

*Matt Mahan, CEO & Co-founder, Brigade;
Councilmember-elect, San Jose District 10;
Commissioner, San Jose Clean Energy Advisory Commission*

Last year's widespread power shutoffs reminded Californians of our vulnerability to both climate change and aging infrastructure. As state and local governments work to improve electrical grid safety and reduce air pollution, we should embrace new opportunities created by vehicle electrification and bring them to scale.

Past energy and transportation revolutions have gone hand-in-hand and required significant public sector investment—think of coal and gas, railroads and highways. The electric vehicle (EV) revolution will be no different. Specifically, California must increase its investment in infrastructure and incentives that enable EV owners to connect with and provide backup power to the grid.

Why is this worth doing? At scale, EVs can make our grid significantly more resilient, efficient and low carbon. Today, California has over 700,000 EVs on the road and we should expect to see a sevenfold increase by 2030. The average EV spends more than 90% of the day parked. While buses and trucks are more heavily utilized, they also have significant downtime and, if electrified, even greater energy storage capacity.

This extra capacity can provide backup energy storage to be drawn-on in the event of a power outage. In fact, just the 700,000 EVs currently on the road could provide nearly 2,500 megawatts of backup power, equivalent to about \$7 billion worth of stationary backup power and enough to temporarily power nearly 3 million homes. Even during normal times, EVs' flexible storage capacity could increase grid efficiency and reduce costs by matching periods of abundant, low-cost energy supply with periods of high demand. What's missing, however, is infrastructure and policy innovation. On the infrastructure side, California currently adds less than one charging station per day, while experts estimate that widespread EV adoption will require 17 new stations per day. Critically, home charging is insufficient. EV owners need to charge while at work or wherever they are parked when power generation is highest and costs are lowest (typically midday). Moreover, new chargers and EVs must be bidirectional (able to push and pull energy) and the grid must be able to handle the two-way flow of electrons.

On the policy side, federal and state incentives are also essential. Like solar panel owners, EV owners will need to be compensated for sending power to the grid.



Matt Mahan

Favorite app?

Twitter

Last book read?

Principles: Life and Work by Ray Dalio

Mentor or role model?

Abraham Lincoln

What inspires you?

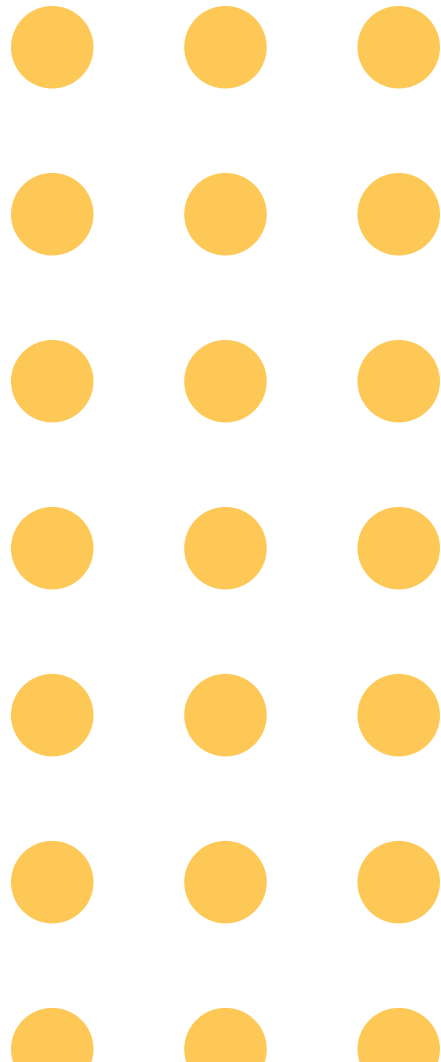
Thinking about my children's future.



Fortunately, studies suggest that “grid services” (i.e. providing backup energy to the grid) could yield benefits on the order of \$900 to \$2,000 annually per EV, giving policymakers ample room to incentivize owners to provide such services.

Scaling grid-connected EVs will have other positive knock-on effects, including: emissions reductions (transportation and electricity generation account for 41 percent and 15 percent of California’s greenhouse gas emissions, respectively), health benefits (especially benefiting disadvantaged communities that disproportionately experience the worst air quality), and economic competitiveness (estimated to be at least 400,000 new jobs and \$300 billion in real income for Californians).

Together, public sector infrastructure investment and policy innovation can harness EVs’ transformative potential to create a safer, healthier, and more economically dynamic California for all.



SILICON VALLEY: BETTER TOGETHER

Carl Guardino, President & CEO, Silicon Valley Leadership Group



Favorite app?

During COVID-19, it has been my App for my church, Cathedral of Faith.

Last book read?

Connecting the Dots: Lessons for Leadership
by former Cisco CEO John Chambers

Mentor or role model?

Former Splunk CEO Godfrey Sullivan

What inspires you?

Kindness. People who lift up others.



A late-evening phone call on March 10 from San Jose Mayor Sam Liccardo and Santa Clara County Board of Supervisors President Cindy Chavez set a course for what has become one of the most important efforts the Silicon Valley Leadership Group has ever undertaken – rising to meet the moment of the COVID-19 crisis.

The Silicon Valley Leadership Group is resolved to respond, regroup, rebuild and re-energize our region.

First, respond: Sparked by that March 10 call, the race to secure medical supplies and equipment for our hospitals and health care clinics started quickly and simply with a humble \$1,000 personal check. It's been a sprint since that evening, and as I write this, the need has been met with nearly \$9 million of cash and in-kind contributions for Silicon Valley hospitals in need of surgical gloves, masks, face shields, ventilators and respirators. The mayor stood up Silicon Valley Strong with the Silicon Valley Community Foundation, already exceeding \$25 million for urgent housing and nutrition needs, and Supervisor Chavez has worked tirelessly to raise support and lead critical aspects of the county's work during this time.

Second, regroup: Instead of 1,000 voices speaking at once, the Leadership Group prefers 1,000 voices speaking as one. Our Silicon Valley COVID-19 Aid Coalition, led by Dr. Brian Brennan, is bringing employers together – fierce competitors in the marketplace, fantastic collaborators in the community-space – to partner on global supply chains, sourcing of medical equipment and supplies, warehousing and pivoting manufacturing lines to build needed equipment. We want to drive efficiencies, avoid redundancies and ensure no critical medical needs fall through the cracks. Watching world-class employers like Intuitive Surgical redeploy manufacturing lines to produce desperately needed face shields for medical personnel and donate every single shield they manufacture to local hospitals and health clinics is but one example of what we can do when caring companies come together.

Third, rebuild: On May 16, Mayor Liccardo launched the “Silicon Valley Recovery Roundtable” bringing together executives from business and labor, for-profit and nonprofit, to forge a path to rebuild our economy and put people back to work. Co-Chairs include AMD CEO Lisa Su, Cisco CEO Chuck Robbins, Silicon Valley Community Foundation CEO Nicole Taylor, Northern California Council of Carpenters Executive Officer Bob Alvarado and myself. Together, we will work to rebuild an economy that's better for all of us. We must be thoughtful and collaborative, bringing all sectors of our economy together under the mayor's direction to stand together as we stand up our economy. It's why the Silicon Valley Leadership Group is pledging twelve staff members to help facilitate this effort, to further ensure successful outcomes that put families back to work and support employers committed to our communities.

Fourth, re-energize: What an opportunity we have! The Silicon Valley Leadership Group's vision is to take this opportunity to not only rebuild Silicon Valley, but to make it better for all of us. This challenge has underscored our need for more digital inclusion, our clear need to better care for our homeless neighbors, and the critical need to support our residents who need sustainable jobs. And – it has underscored the tremendous value of innovation – online learning when schools are shuttered, remote work arrangements through technological innovation, medical advancements through biotech companies. Let's build on these successes as we help rebuild our economy and our communities.

Respond, regroup, rebuild, re-energize. We stand taller when we stoop down to lift up others, and the COVID-19 challenge allows us a generational chance to make transformative change. Silicon Valley can and is better together.



