

CALIFORNIA GOVERNMENT LEADERSHIP PROGRAM

Proposal for a Planning Grant

PURPOSE:

The purpose of this program is to increase the participation of women in California and national government. There are now no legal barriers to the full participation of women in the political process and most survey data shows that women do participate in similar ways and at the same rate as men. Yet any "photo essay" of American government in action reveals an almost exclusively male panorama, whether the picture is of the U.S. Senate, the President's Cabinet, the Supreme Court, the annual conference of State Governors, or either house of a state legislature.

This dichotomy has its roots, we believe, in the difference between participation for which one can volunteer and participation for which one must be chosen. Women fill the ranks of volunteer and community service organizations which they enter on the basis of their own decision. They are almost totally excluded when they must be appointed or elected by others. While more women are running for office than ever before, and while the principle of equitable sexual representation is providing some appointments for women, women's role in government does not seem to have changed much.

Success in public life requires talent, education, and the capacity to lead. Women have talent and many of them have education. Not enough of them have the capacity to lead; they need increased knowledge of and confidence in the skills of governing; they also need sponsors and followers. To date they have either not participated in or benefitted from access to the institutions and networks which customarily provide candidates and nominees for governmental positions. They need to develop alternate structures that can work for them and to attain

better access to existing structures. We propose to develop the California Government Leadership Program to meet these needs by 1) training women for governmental leadership, 2) investigating the circumstances which enhance or detract from a woman's capacity to lead, and 3) providing a communications network, information and talent bank geared to the special needs of women candidates and elected and appointed officials of both sexes.

PLANNING PERSONNEL:

*Continued pressure for appt of women
+ women candidates party.*

Two organizations have already been established in California which wish to organize a joint program for governmental leadership training and research. One is the California Elected Women's Association for Education and Research (CEWAER). This organization has a potential membership of 1300 (the number of California women now holding elective office). The Association is non-partisan and does not make endorsements. The other is California Women Political Scientists (CWPS), a group of fifty professionals whose members teach throughout the state with representation at most major educational institutions. The two groups cooperated in the program for the statewide CEWAER meeting held in San Mateo in November which analyzed problems in planning, education, policy implementation, and research methods.

Ms. Mary Hoffenberg serves as the coordinator for CEWAER and Professor Judith Stiehm of the University of Southern California has coordinated the activities of CWPS, assisted by Professor Jane Jaquette of Occidental College. These are the three individuals who will develop the plans for the governmental leadership program. Their vitas and a CEWAER brochure are attached.

PROGRAM COMPONENTS:

The program will have three main components:

A. Leadership and executive training seminars and a summer institute designed to develop both the motivation and skills of office holders and potential office holders.

B. A research and education program to investigate female leadership and to provide accurate information about women in government and issues of special concern to women.

C. Development of a communications network and information and talent bank to increase women's access to the conventional routes to governmental participation, and to build an alternate support system which will assist their entry into government on a basis equal to that of men.

A. LEADERSHIP AND EXECUTIVE TRAINING

A major task of the program will be the organization of leadership seminars to be held three times a year in three locations in California (Los Angeles, San Jose, and Sacramento), for a total of nine seminars a year. During the first year, participants might be limited to elected women and unsuccessful women candidates. In the second year, each elected woman could be invited to sponsor a nominee as well as to participate herself. In the third year the program could be open. In addition there would be a week long summer institute taught by political scientists (and others) who do research on the problems of women in politics. This would provide a forum for intensive teaching and the exchange of ideas. Material could be disseminated to women elected officials and candidates via the seminars themselves and also through teaching modules designed for individual use. First year seminar topics might be 1) executive skills

(personnel management, time budgeting, information processing), 2) policy analysis (with case studies of key issues), and 3) "moving on" (election law, fund raising, use of media).

B. RESEARCH

Research on women in politics is meager; to date it has also been conceptually limited to focussing on the sex variable while using standard research designs. The project would support the development of more sophisticated research through seed grants to California social scientists and women's groups trained to do professional research who wish to investigate the role of women in politics.* These grants would be paid to individuals for their participation in the summer institute and in the seminars.

The project would also include a long term research project on the governmental selection process emphasizing the different effects it has on men and women. An investigation will be made of the correlates of successful office-seeking, the differential effects of existing institutions and of informal rules and networks, and the impact of women office holders on political and administrative processes. For example, it would be helpful to know how different election procedures affect women. Racial minorities believe they are advantaged by one representative-geographical district? Are women disadvantaged in a situation where they can win only by defeating a man? How do they fare in at-large elections? in a two-step local nomination, at-large election process (San Diego), in an election by lottery (Santa Monica Fair Elections Practices Commission)?

* In 1974 CEWAER's service award went to an AAUW chapter for a technically proficient media survey.

Other research topics might include the relative effectiveness of different female leadership styles, the advantages and disadvantages of lawyers as politicians, and the effects of office holding on families. Topics would be chosen both on the basis of their scholarly worth and on the basis of their usefulness; i.e., what information do women now involved in the political process need to have?

C. INFORMATION

The communications network and information collection, storage, and distribution function of the program is crucial to providing conventional access to government for women as well as providing support that men now enjoy through other formal and informal organizations.

Particular projects would include a computerized talent bank to identify and categorize women with skills and credentials in particular fields. CEWAER and CWPS have already cooperated in this activity for the new state administration of Governor Edmund G. Brown, Jr.

Another need is for a statewide network reporting on the activities of women in government. This service should be developed in conjunction with the California Commission on the Status of Women and other existing private newsletter services.

An information service which can provide position papers on issues of special concern to women and a clearing house for research being conducted on women and government should also be a part of this program.

EVALUATION

Evaluation will be done on both a short and long term basis. This will provide feedback for program adjustment and an empirical measure of the success of the

training seminars and institute and the value of the research projects to both scholars and to practitioners. It is specifically proposed that a group of Oregon elected women be used as a control to assess the impact of the training component.

PLANNING GRANT REQUEST

The training, research, and service program outlined here is an ambitious one conceived as a three-year project and involving large numbers of busy professionals. An opportunity to design a longer and detailed document is essential. One important question to answer, for instance, is whether the program can and should focus on women in elected, appointed, and civil service positions, whether different programs for these groups should be designed within the context of the larger program, or whether each group should be considered separately. We therefore request a six month \$28,000 planning grant beginning March 1, 1975 and ending August 31, 1975 to formulate a full and specific proposal. The pivot point would be the May 9th and 10th Annual Meeting and conference scheduled by the CEWAER. Prior to the meeting, planning would begin:

1. To plan for intensive interviews with the elected women attending the conference, clarifying their needs, using their experience and background as the base for training subjects.

2. To identify the form and technique of the talent bank so that the women attending the conference would be part of the initial input.

The above activities would take place during March, April and May. During June, July and August the following would occur:

1. Research project planning, using data from the May conference, and interfacing it with leadership training session materials.

2. Completion and refinement of the curriculum planning for the training seminars. .

3. Preparation of a formal program proposal to be submitted September, 1975.

During this six month period, the network of communication and information would be developing, including development of a mechanism to assure continued operation.

A six month planning budget is attached.

PLANNING GRANT BUDGET

Planning Coordinator \$ 5,000

Six Months, 1/2 time

Research Planner 2,500

Three Months, 1/2 time

Training Planner 2,500

Three Months, 1/2 time

Secretary 3,000

Six Months, 1/2 time

Travel

Staff 800

Consultants 1,500

Supplies, Phone, Printing, Mailing 6,000

Consultants

Ten Days @ \$100/day 1,000

Total 22,300

Overhead 5,000

\$ 27,300