

Monday, February 22, 2016. Lori Goler, Facebook.

MS. BROWNLEY: Good morning. I'm Travis Brownley, and let me add my voice to the chorus of welcomes to you. As someone who went to the Women's Leadership Seminar, actually when it was at Garrison Forest, literally in the last century, it is humbling to be up here leading this conference today.

Since 1920, NAPSG and now The Heads Network has taken a lead in mentoring, advancing, and supporting the leadership of women and girls, and most especially the leadership of women in independent schools. The 30th anniversary of the seminar underscores the intent of our theme this year, *Innovation Uncorked: Changing the World One Idea at a Time*.

Both on the national level and the global stage, and on the local level of our schools, developing women's leadership with its unique challenges and transformative powers remains a key necessity in our world. One need only look at the statistics for headship for women or witness the growth of women in our own organizations to know that The Heads Network remains more relevant than ever.

Today and tomorrow we bring you women leaders who are in the thick of it. We will hear their individual stories. Lori Goler and Maggie Johnson lead in companies that have changed how the world works. Both of their companies have become verbs. That's how you know they're that famous. Who hasn't Facebooked someone or Googled something?

Mary Gorman brings over a quarter of a century of leadership in education as a seasoned developer and discoverer of talent. Kirsten Tobey, Pamela Keith, and Ooshma Garg each are entrepreneurs who saw a need and an opportunity and brought their ideas to fruition, ideas that have made impacts in their community.

We hope that this year's program gives each of one of you the opportunity to reflect on the transformative power of your leadership and the resolve and inspiration to mentor women in your schools, to change the world one idea at a time.

It is now my pleasure to turn the podium over to Nanci Kauffman, who will introduce our first speaker. Thank you.

MS. KAUFFMAN: Good morning, everyone. I'd be remiss if I didn't share with you that Ann Teaff obviously paid it forward in her note-writing, because when I was appointed head at Castilleja School, I received a note from Ann. And the note simply said, "Congratulations, you have begun on a path for the best career in the world, the best job in the world," something like that. And I was so touched that now, whenever I receive an announcement for a new head -- you know how we get those announcements -- I send them a quick note, because I remember how important that was to me. So it's just something that I was reminded of. I never knew where Ann found her inspiration.

As we transition this morning, you heard several reminders that we this morning really turn a corner in terms of the conference and really begin to focus on how innovation intersects with the mission of our organization, which is advancing girls' and women's leadership. So I'm especially pleased to introduce Lori Goler to you today, because as vice president for people at Facebook, that is Lori's mission, too.

This commitment was first nurtured at Marlborough School, where she experienced firsthand an education that empowered girls and women. Moving on to Yale as an undergrad and then through two more degrees at Harvard, the foundation she built at an all-girls' school undoubtedly served her well.

Lori characterizes the career path as that followed as a jungle gym, not a ladder, jumping from rung to rung, side to side, up and down, learning new things, pursuing new experiences, and focusing as much on the journey as the destination. Isn't that what we tell our students all the time? The part of this journey that I know best is the phone call Lori made to Sheryl Sandberg back in 2008, while Lori was still at eBay. She called to ask Sheryl, "What is your biggest problem?"

Sheryl's answer? Recruiting. Before long, Lori would be heading HR and recruiting for Facebook, and has done so ever since.

In 2015, Business Insider ranked Facebook the number one place to work in America. They found Facebookers to be happy, trusted, well-paid, and meaningfully connected to their work. Apparently, Lori is doing her job well. But she's not satisfied. Among her initiatives: Shoring up the leaky pipeline that yields insufficient numbers of women pursuing the growing number of jobs in technology. An example of just one innovation that is addressing this issue, beginning in high school, girls can now find programming internships at Facebook. And isn't Castilleja School lucky to be so nearby.

Lori likes to remind us that she has been in the tech industry since Mark Zuckerberg was 13 years old. That said, from where many of us sit, she's still in the early stages of her jungle gym career. She has many insights she can share with us about what lies ahead for us as educators, for our students as future employees, and for the girls at our schools whom we must prepare for leadership. Please join me in welcoming Castilleja parent and distinguished Castilleja trustee, Lori Goler.

MS. GOLER: Thank you so much, Nanci, for that really lovely and generous introduction. I am really happy to be here today. You all combine three things that I love and that are very important to me, education, innovation, and women's leading. And all of those things are at the center and heart of what you all do every single day.

As Nanci said, my daughter goes to Castilleja in Palo Alto, under Nanci's visionary leadership. It's many years since I graduated from high school myself. Let's call it 20, though it's actually 28. It's amazing to see how learning has evolved over time, especially with the introduction of technology, a tightly integrated cross-discipline curriculum, and collaborative learning.

I know that my daughter's schooling is preparing her today to lead many years from now, possibly in an industry we haven't even imagined yet. After all, some estimate that 65 percent of grade school kids will, as adults, be working in an industry that hasn't been invented yet.

This has certainly been my experience, which is why I'm so grateful for all of your efforts. In particular, I'm grateful for the education that I got at one of the member schools, Marlborough in Los Angeles. In a very different world, in a very different time, Marlborough prepared me well for a career in an industry that back then didn't even exist. I even credit my time there for readying me to lead in an industry that, like so many, is led primarily by men. But that's a talk for another time.

The point is, the tech industry didn't exist in its current iteration in 1987. But boy, does it exist today. At Facebook alone, the numbers are staggering. A billion and a half people use our main social network service each month. A billion use WhatsApp, 800 million use Facebook Messenger, and 400 million use Instagram. How many of you use one of these services?

These products and their amazing impact are the result of innovation. Innovation defines the tech industry. It is also the foundation of Facebook's work, culture, and mission. Our mission is to make the world more open and connected. When Fast Company last week debuted its list of most innovative companies, it named us number 2 in the world, and we're very proud of that.

But what exactly is innovation? Some would have you believe that it might be magic. But for us it's a mind-set, a way of thinking that enables us both to dream big and to build a future that reflects our dreams.

Does this look familiar? This is a snapshot of my News Feed. News Feed is at the very core of the Facebook product. It's what you see when you log onto Facebook. It's how people find out what their friends are up to, and it's the very first thing they do and keep doing when they come to Facebook. News Feed is used by more than a billion people every single day. How many have viewed their News Feed this morning? So have I.

Ten years ago, News Feed didn't exist. It was only a dream. Back then people mostly searched static pages on line; snapshots, not streams. But people started to visit friends' profiles to check out what was new, and we realized that could be the future. So the team at Facebook envisioned something more fluid, closer to the real world, so you could see things that are happening all the time in real time. We gathered all the stories into one place, ranked and generated them in real time, and we created the first feed-based online window into the lives of your friends, family, and the world around you. This is what it looked like when we launched. Barely recognizable compared to today. Now, of course, News Feed works so seamlessly it's easy to forget the technical advances that have been required over the last ten years to take this and make it interesting, relevant, and essential to a billion and a half people around the world. It's more than a product. For many, including for me, it's one of the primary ways I communicate with other people, especially old friends I don't see or have a chance to talk to very often these days. It's a new way to talk, it's a new way to hear, to interact with people and brands that matter to me. It gives voice to anyone and everyone everywhere on the planet except China. Maybe someday.

I should tell you not everyone loved it at first. When it launched in 2006, there was an outcry. In fact, it was a Facebook group, Students against Facebook News Feed. It had 100,000 members the day after it launched. People called for a company boycott. But the power of the new experience was proven as the protest gained speed and began to spread virally through News Feed.

People kept using the product. They wanted to keep up to date on their friends, businesses, things in real lives. Today News Feed is one of the most important and most popular ways people connect. And we're still at work making sure that the most relevant stories for each person are right there at the top of your feed. It began as a dream ten years ago, and we are still building and iterating it today.

Does this look familiar? Not the glamour shot of me, but this one. This one with the overlay on it. How many of you remember the rainbow profile overlay from last year? This is the rainbow flag over your profile picture to show support for Gay Pride Month. It was designed to allow people to show support for the Supreme Court decision on marriage equality. It was created by two college interns in their second week at Facebook last June. This was not their summer project. Their manager did not know they were working on it. They were not asked to build it. They did not ask permission. They just did it. And we launched it globally within 72 hours. More than 26 million people updated their profile picture with a rainbow that weekend in June. These two college interns dreamed it up and they built it. Thankfully for us, they'll be coming to work at Facebook at the end of the year.

The photo overlay tool was so popular it's been used a number of times since, for the French after the Paris attacks and in honor of digital India. And we know there are many more events and causes people would like to champion, so the profile team recently built new features to make your Facebook photo not a static portrait but a changeable reflection of your life and your beliefs. Soon you'll be able to set a temporary version of your picture with a special frame to show loyalty to a sports team or solidarity for a cause. Whenever you care about the most. The visual treatment is now understood by hundreds of millions of people around the world as a way to pay homage and show support, and it came to us from two college interns.

Just one more recent product innovation. I wonder if you have come across a product called Live. It's a personal glimpse behind any scene, a way to connect Facebook users from public figures to you and me with things that they care about. It's real and it's real time. Recently the actor Vin Diesel had more than one million viewers on Live, and you don't have to be a celebrity. One of my friends at Facebook was married just before Valentine's Day. He shared his wedding to his longtime partner at City Hall in San Francisco using Live on Facebook. There were nearly 45,000 views.

The president, actor Kevin Hart, our own COO Sheryl Sandberg, all talking live and unscripted. If you haven't experienced it yet, keep an eye out for it when you're on Facebook.

This innovation thing happens a lot at Facebook. Constantly, actually, but why? Why do so many folks at Facebook dream and build such great new things? And how do we help cultivate their innovator's mind-set, the desire to make the future come faster? It comes down to these three things: Expectation, collaboration, and iteration.

First, we set the expectation. There are signs all over Facebook's offices spelling out in catchy slogans quotes from people across the company, just what we believe. This is one of my favorites. "We expect everyone in every function in every office to think and act as if we are at the starting line, because in so many ways, we are."

This is about crafting a better future by finding new ways to look at hard problems inside the company and beyond. We have a long way to go. At Facebook there is no innovation team, there is no head of innovation. Every team is an innovation team and every person is expected to innovate.

I'm just one example. As head of people, I'm constantly thinking about new ways to make the experience of working at Facebook even better. And I'm not talking about new flavors of gummy bears and Snackbots, though that definitely won't hurt. I'm really proud that we have introduced groundbreaking benefits like egg-freezing for fertility preservation, four months of paid parental leave for both men and women taken any time in the baby's first year of life in 65 offices and 30 countries around the world. We are the first company to do this, and we are still the only company that offers this to our people.

We also pioneered the diverse slate approach in hiring, a new way to be sure we are meeting a wide diversity of candidates for all of our roles. We created a training program called Managing Unconscious Bias to raise awareness across the company about the unwitting beliefs we bring to our daily interactions. 100 percent of our leaders and 75 percent of all people at Facebook have already taken the course, and so many other companies asked us to share it that we made it available online for anyone to watch for free.

Another thing we're really proud of is Tech Prep. This is a picture of the website for Tech Prep. At Facebook we believe in diversity of all kinds, including

cognitive diversity. We want every type of thinker on our team. Of course, we hope that they have at least been exposed to computer science and technology, because that really helps. This is where there's a pipeline problem. Men are five times more likely to say that they know a lot about computer programming. In 1985, 35 percent of computer science undergrads in the United States were women. Today that number is 18 percent. So not only is it going in the wrong direction, it's gone in the wrong direction by half. There are far fewer females in this field, and there's a profound lack of exposure to computer science and careers in technology in all underrepresented groups, including our black and Hispanic communities. Seventy-seven percent of parents say they don't know how to help their child pursue computer science, and that number is 83 percent for lower income and noncollege graduates. This just won't do. So we decided to try to get the ball rolling.

We created and recently launched Tech Prep, a resource hub on line where anyone can learn more about computer science and programming and find resources to get them started. This is available for free to anyone who would like to use it. The website is designed for both English and Spanish speakers. I hope you all will check it out. Is this a silver bullet for diversity? No. Probably not. We're trying a lot of things to increase the number of women and underrepresented minorities in tech. But it's a step in the right direction, and I hope it will help the pipeline over time. We'll see what it does. We're at the very beginning.

And all of this comes from a function, human resources as it used to be called, that is not traditionally known for innovation. Our whole business is about trying new things, looking at what exists and thinking, That works pretty well. I bet it can be even better. Our whole company shares this innovator's mind-set. We run thousands of A/B tests at any given time, improving what already exists. We throw a lot, to use a technical term, of spaghetti against the wall. We know that only some will stick.

This is a smart approach, according to Wharton professor Adam Grant in his new book, *Originals*. He says, "If at first you don't succeed, you know you're aiming high enough." Evidently, being prolific is one of the best drivers of originality. You have to have lots of ideas to get to the great ones. Adam reminds us that Bach, Beethoven, and Mozart did not have a higher hit rate than their competitors. They just had more volume, and that gave them more variety and a better chance at a masterpiece. Picasso produced 20,000 pieces of art. A small fraction were

considered masterpieces. Edison filed 1,093 patents. Most of them went nowhere. Remember his amazing fruit preservation system made entirely of glass? No, neither do I.

For every one great idea, there are many more average or even bad ideas. And even for the good ideas, there are many, many possible executions of it, and some of those executions might even work. That's the mind-set. It's a way of working, trying new things, taking what works from your effort and trying again and again and again. Even when it looks like something is done, it isn't. All of this is about setting the expectation of innovation.

What else creates a culture of innovation? We believe that it's collaboration. This is a view of the rooftop of our new building in Menlo Park. It's a nine-acre park where people walk around, hold one-on-ones, teams get together, hold small brainstorming sessions. There is artwork on top of the roof, and there are also whiteboards scattered all around the top of the roof with feeds so folks can go up there and hang out and spend some time thinking about things.

We support collaboration in everything we do. Innovation starts with expectation, but it requires the development of new ideas, excellent execution of those ideas, followed by more often, and often a lot more often, iteration. Collaboration is how we do that. If you ask anyone at Facebook, you'll hear a story of collaboration. Look around and you'll see that even our physical space is designed to be social. It's designed to fuel collaboration.

This is the inside of the same building. It's our newest office space in Menlo Park. We creatively call it Building 20, designed by Frank Gehry. *Architectural Digest* called it a mammoth, vibrant warehouse, and that's exactly what it is. 430,000 square feet, the largest open floor plan in the world, with that nine-acre garden on the top.

Everything about the building encourages conversation, community, spontaneous interactions, and creativity. In addition to the everyday collaboration that happens, we also hold hackathons, a tradition from our earliest days. Hackathons are planned not by management but by team members who just decide that it's time for a hackathon. The only rule is that you can't work on something that's part of your day job. It's about building something new. You have an idea, you recruit a team, and you start hacking. This is extreme collaboration, all day and often all night,

and once even through the weekend. Experimental sessions for anyone at Facebook to concentrate on something new with people they don't usually work with, from any team across the company.

The strongest products that come out of hackathons go on to become real products that we ship to 1.5 billion people around the world. In fact, News Feed was dreamed up at a hackathon. At our fiftieth hackathon just last month we had engineers from Tel Aviv to California. One team built a voice-controlled artificial intelligence camera. Another built a tool for controlling your desktop in virtual reality. The possibilities are literally endless when we explore them together.

What else do we do to make sure that innovation is nurtured at Facebook? We iterate, iterate, iterate. I'm sure you have all heard, as I often do, that innovation requires failure. Maybe. But failure isn't a word we use a lot. Since innovation is a mind-set, things not working out exactly as predicted is just part of our process. Rather than hearing the word "failure" at Facebook, you'll hear words like these. You try something, you take what works, you move on to the next version. Failure implies the end of an effort. But there is no end to an effort with the innovator's mind-set. In fact, the end is the exact opposite of what is required. Building the future -- and we do believe that we're helping to do that -- requires focus, persistence, and iteration.

Everyone in this room knows our successes. Facebook, Instagram, Oculus. And if you don't know Oculus, you will sometime soon. But there have been plenty of products that weren't as successful when they first launched. For the most part, those products become prototypes for the next version, and then the next version.

And what happens to the creators of those projects that don't work out the first time? They move on to the next iteration, too. I'll share just one example. Our product called Paper. How many people have heard of Paper? Oh, wow. Cutting edge. You all are on the cutting edge. Paper started out as a news-only app. It was actually recognized as one of the best Apple apps of 2014, but most people have never heard of it. It is still around today. It's enjoyed by a small but very devoted group of people, but it didn't take off more broadly as we expected it. It did, though, become the fundamental building block for a product called Instant Articles, which I'm sure you have used on Facebook. It's a core feature for publishers to create fast interactive articles for readers. It's become a great success. Anytime you click on an article on Facebook, it takes you to Instant Article so you can see the article right away.

Everything we do goes through some sort of iterative process. Sometimes it's messy, but that's just the way it is with innovation. What's really exciting about innovation isn't what we've already created; it's what we have left to create. What will we see just around the next bend?

Here's just a taste of the not-too-distant future. As I mentioned, our mission at Facebook is to make the world more open and connected. One major challenge is that only a third of the world, 3 billion people, are on the Internet. Ten percent of the world's poorest population is still not connected at all. One in ten. For many of them, the problem is access. So a team led by a guy named Yael Maguire, who's a Ph.D. and engineering director at Facebook who runs our connectivity lab, is developing a state-of-the-art laser connectivity drone for us. It's called Aquila, and this is a picture of Aquila. Aquila is an amazing machine with a wing span the size of a 737 and it's solar-powered. It will be able to stay in the air for 90 days. Why will it be in the air for 90 days? To beam the Internet to the most rural places and people in the world, so that they, too, can benefit from connectivity. Aquila has a carbon fiber shell wrapped around a foam core with phenomenal lasers. The current state of the art for laser connectivity is one to two gigabits per second. I'm not even entirely sure what that means. Thanks to insight from Facebook's data centers, Aquila can deliver ten times that. We believe it's an incredible milestone for us and for the billions of people that we hope to connect.

Here's something even closer to home. Earlier this month I put on one of our new Oculus Rift virtual-reality headsets for the first time. I don't say this lightly, but it actually is life-changing, if you ever have a chance to try this. It is a 3-D 360-degree totally immersive world, and it's available to you instantly. And it is not just about games, although I was playing a game here. New exclusively virtual reality movie studios are launching in Los Angeles. The British Museum used VR to transport visitors back to The Bronze age. And NASA operators will use it to practice with robotic arms on the International Space Station. We believe VR will be the next major computing platform. It looks a little bit like this. The experience was truly incredible. I was underwater. I played tether ball with a friend who was in the next room with a headset on, and it felt almost as real as real life. You can imagine a world in which seventh graders won't just read about medieval Europe; they will visit medieval Europe in the same way that the British Museum transported visitors to the Bronze Age. Imagine the possibilities for education.

This was the interior shot of the game I was playing. This one is ping-pong, actually, but you can literally play a game with someone who is not standing there with you. It is a whole new world. That's what the innovator's mind-set can

create. It's about setting the expectation that we will approach old challenges in new ways. It's about collaborating with others to make the most of the collective experience and insights of a team, and it's about iterating from one version to the next. Someday we're going to look at this photo and think how far the art has come, that now you can actually see people and play with them as if they were really there, not just in lines and drawings, but as though they were actually in the room with you.

I started talking today about how this is played out at Facebook, from News Feed to the rainbow overlay. One of my favorite innovations so far is this one, this next one. Two years ago, a young designer named Caitlin joined Facebook after graduating from Wellesley. She was so bowled over by her new offices that she vowed she would never complain about anything. Of course, within a couple of weeks, she found something that was pretty good, but she thought it could be even better. It was this icon. We use this icon all over Facebook, the company and the product, worldwide. A man and a woman in blue and white. What do you see here? Well, this is what Caitlin saw. A woman dutifully smaller, partially obscured and standing behind the man. And Caitlin thought, Hmmm, I bet this could be better. So she went ahead and she hacked a new icon. She went into the design file, she saved her new version to the system, "Not sure," she wrote later, "if I was breaking any rules and half expecting a bunch of angry designers to message me."

This is the new icon. Did she get her hand slapped by angry designers? No, not at all. Instead, her new more egalitarian icons began to appear in new products across the company, across our many platforms almost immediately. Unbeknownst to Caitlin, an engineer had gone ahead and shipped her new icons worldwide. Caitlin was a new college graduate, about 22 years old, an innovator, just getting started on her journey.

To keep innovating, we need lots of people like Caitlin who approach the world always with an eye towards improving it, who dive right into dreaming about the future and building the things that move us all forward. These are some of the young women that you are educating today.

My hope for our girls is that they will dream and they will keep dreaming as they move beyond middle school into high school, through college, and into adulthood. I hope they will squint their eyes at the status quo in whatever field interests them the most and think, That works pretty well. I think it can be even better. I hope they will have the courage to try to make it so. More than anything, I hope they

will learn that success is in the trying and persisting, because innovation is about the beginning and the middle, never the end. It really is a journey and I can't wait to see what our girls make of it. Thank you.

MS. KAUFFMAN: We have some time for questions. Some questions for Lori?

SPEAKER FROM THE FLOOR: I'm a bit of a cynic on the applications for education because they have been promised to us for a very long time. And I would very much love our students to have a tour of medieval Europe. I'd love them to have a tour of gold country circa 1849. And this has been promised to us, and the only place it gets delivered is in games. And I personally feel that we, as educators, have been a bit betrayed by technology, especially virtual reality technology, for a long time and I don't see, frankly, where the money is for you guys to do the kind of work, which I know is sophisticated and expensive, to make it happen for children in classrooms, especially children in classrooms not in independent schools that cost \$20,000-plus a year.

MS. GOLER: Yes, virtual reality I think has been talked about for a while. We even talk about it today as a ten-year project. So even standing where we are today -- you see what it looks like today -- it's pretty far from the immersive medieval Europe experience.

Mark Zuckerberg is at Mobile World Congress, and he wrote a Facebook post yesterday saying that when he was in middle school in his math class, and he was just starting to learn to code, he was 11 years old (so I was grown up at that time), he said that he would write code in his notebook and he would write sketches of what a world would look like where someone could be transported to a place that doesn't currently exist. So that was 20 years ago that he was dreaming that, dreaming that up. So it has been coming for a long time.

And I think it is going to happen. I think it is probably ten years away. Maybe not ten years away, but it will happen sometime sort of over that period. It's not tomorrow. It won't be in time for next school year. It won't be probably any time that my own daughter is in middle school. But I do think it's coming. And the way it's coming is that we are creating a platform that developers use in the same way that Apple created a platform that developers used to create apps, and very creative, innovative people figure out how to make money in that stuff. And I do think you'll see it first in gaming, probably, but there are a lot of developers who are talking about a lot of really, really interesting ways to use it. You know, we've heard it being used in the health care industry, in architecture, in education, in lots

of different industries that we can imagine. And I think, like anything else, in the same way that there have been only great apps developed for education on the iPhone, I think you'll see great apps developed for education through virtual reality, as well. Some of them actually I think will be produced by the museums in the same way that the British Museum has already started to work on one.

SPEAKER FROM THE FLOOR: Hi, Lori. I have to think that your demographic of your work force is somewhat different from ours. But at the same time, I wonder how intentionally you are mindful of or suiting your practices to the different generational needs, these generalizations about the Millennials whom we're all leading and managing.

MS. GOLER: Sure. Facebook's the first Fortune 500 company founded and led by a Millennial, and it was definitely built with sort of the Millennial ethos in mind. It's very focused on impact. It's very focused on learning and growth. It's very focused on flexibility and the way you work, rather than face time at a desk, for example. And it's very focused on our mission, something that's sort of bigger than yourself in the world. And it's very focused on doing work that you love. We consider ourselves a strength-based organization where we really try to hire people into roles that they will love doing and keep them in roles that they really enjoy doing over time, which sounds actually a lot easier than it is to execute.

But when we look at our internal data on what experience people are having in the company, that way of working is not great just for the Millennials; it's great for everyone. Every generation is really happy in this environment, and, in fact, some of the older people, like me, who have worked other places -- because not everyone has; Mark has never worked anywhere else, for example -- but people who've worked other places are the happiest. They're some of the most engaged and the ones who are sort of enjoying it the most.

So I would say that while it was sort of built by Millennials for Millennials, as they age -- we're having a big baby boom at Facebook now, so we're very focused on parents and families. You know, it's really become a place that works across all generations. It's the kind of place I wish had existed when I entered the work force, and it really has completely ruined me for any other company. I think Millennials get a bad rap, actually. I think people think that they're impatient and they don't like to do things they don't like to do. If you think about it, actually I think that's true for lots of generations, but I just never felt like I had permission to talk about that in my generation when I was working. But to be at a place where you're learning and growing all the time is really a gift.

MS. CARTER: I'm Mary Carter, from the Derryfield School in Manchester, New Hampshire. Your head of school is right behind me. You gave a lovely compliment to your daughter's school, saying you felt that it really was teaching the kind of 21st century skills that would prepare her. And you, being such a cutting-edge company, can you describe to us, most of whom are in schools that have been very successful in educating kids for a long time in traditional ways, what's different about that school and why you think it's so good?

MS. GOLER: Thanks. This could be a long conversation. I love Castilleja. I really, really, really love Castilleja. I also really, really love Marlborough School in Los Angeles. I think one thing I see in my daughter's education is that she is working on open-ended questions in a lot of her classes in ways in which the basis of the content is available or addressed through many different classes at the same time. The kinds of things that she is learning in her French class, for example, are very different from the way I learned Spanish. They do what Madame Nicolaou calls interpersonals, for example. I used to memorize dialogue and then would be tested on the dialogue. So I spent hours and hours. I spent lots of my teen and preteen life memorizing facts, lots of them. She doesn't do that. It's all about the interactive. So she'll be put in a situation where she's sitting with another girl in a bistro and they're having a conversation about whatever they're supposed to be having a conversation about, but it's not prescribed dialogue.

And I use that as one example, because I really do feel like I did a lot of memorizing. I memorized when the Battle of Hastings was, 1066. I could tell you a lot of facts. Even now I could tell you a lot of facts that you could just look up on the Internet. It's really not necessary to learn it. I think the way they learn at Castilleja is that they are given open-ended problems, they work on it with other girls, and the girls have, of course, varying interest levels in any different project the same way that you would encounter in a work environment or in any other environment. And part of what you're learning is how to work with all those different types of people and how to motivate, how to inspire, and how to react, and when to lead and when not to lead, and, you know, all of those things that you just need when you get to the working world that are not about memorizing facts.

Even in math there's almost no single right approach now, whereas certainly when I was in algebra, pre-algebra, calculus, there was one way to get to the answer, and if you didn't get to the answer that way, it was wrong. And I just think that in real life, there are very few questions that have exactly one right or wrong answer. And I think opening up the girls' minds to that is really important.

Nanci and I were talking about this. Learning to iterate really is important. Nothing is ever done, whether you're working on an essay, whether you're working on a project, whether you're working on a robotics team. You know, that mind-set of, like, it's never quite done, I think particularly for girls who feel like they have to be perfect in some way -- which I think personally is really damaging for girls and for women -- I think that mind-set of iterating sort of takes that pressure off. And I see a lot of that. I see a lot of that at Castilleja.

SPEAKER FROM THE FLOOR: Since you're responsible for personnel selection, if I think of that position and I think of all of us as school heads, what would you suggest to us in the interviewing process to find that spirit that promotes innovation? Because usually we're interested in their command of subject, we're interested in their relationship with children and how natural that is, but what could we probe for in the interviewing process that would tap into that innovative spirit?

MS. GOLER: We are exclusively looking for builders, for people who like to build things, for people who can show us that they have actually been at places or done things where they saw something that worked pretty well, but they thought it could be a little bit better and they worked to do that.

So the only way you can get to that is by asking them. What did you do? What was a process or a class or something that you had a hand in improving in your last role, or in college? You know, for us, we might ask that to a new grad who's building iPhone apps on the weekends or whatever.

But we're looking for people who have that mind-set, which is that they're not going to take the world the way it is, they're not going to take the status quo and just live with it. They're going to look at the world and think that it is clay waiting to be molded in any fashion that it currently stands, so literally in every function. We have people in finance. Some would say that's not really a place where you want innovation, on the accounting team. In some ways that's true. But we are looking for people who will look at whatever it is that we do or the way it's done in the world and won't take it as a given that it will always work that way. They're going to set about finding the ways it could be a little bit better and they will have a proven track record of trying to make it so.

SPEAKER FROM THE FLOOR: Lori, I have a question. How many years old is Facebook?

MS. GOLER: Eleven. Twelve? Just turned 12.

SPEAKER FROM THE FLOOR: How many folks here are leading a school that is more than 50 years old?

So that leads to my question, a little bit of a follow-up on Mark's question, but flipping it around a little bit, many of us have working for us people who have invested many, many years in creating the school as they would like to see it stay. Right? And frankly, I do think in previous iterations of independent schools there was this sort of status quo that you were trying to preserve; right? It was, like, preserve academic excellence is somewhat about making sure the schools stays as good as it always has been. And so you have these employees who have spent many, many years invested in creating things a certain way. You probably don't have that, but I'm wondering if you ever run into employees who really do resist that; you know, like, "I made it this way, you have to leave it like that."

MS. GOLER: We don't really have a lot of that, to be honest, mostly because the people that originally joined the company had the same mind-set and they went out and hired a bunch of people with that same mind-set.

But I will say, one thing that's been interesting about Eliza's Castilleja education is that in so many ways it reminds me of exactly my experience at Marlborough 30 years ago, and in so many ways it's entirely different. And the ways in which it's exactly the same are some of the really lovely traditions that the girls have with each other that continue year after year and that I wouldn't want to lose. And for people who want the school to stay the way it is, I think leaning on some of those traditions is a way to keep it feeling the same way. That might be one possible approach.

The other thing, obviously, they wear uniforms; I wore uniforms. The uniforms look a little bit different, but it's still a uniform. That feels very much the same as it ever was. And the social interactions and the way girls grow up are largely the same. They have new tools, new technology, but the same kinds of things that I see happening among the friends and with the groups, all that is the same. It's really actually the same.

So it's amazing how much is the same and that you can talk about as being the same for the people who want it to be the same. And I bet there are a lot of those people.

But in the classroom, if what you want to remain the same is the excellence of the education, I think the way you deliver that has to change for the new world, and I

think that is really a challenge and is probably worth the place where you might butt heads a little bit.

MS. KAUFFMAN: Other questions for Lori?

SPEAKER FROM THE FLOOR: You talked about diversity and I'm thinking about all of the research about introverts and their place in the workplace, like Facebook. And I'm wondering, do you have to introverts at Facebook?

MS. GOLER: Yes. I'm an introvert, which is ironic given my position. But we do. We have a lot of introverts. First of all, a lot of engineers are introverts. They actually like to sort of just focus on what they're focusing on and then come out into the world and share it and talk about it. You know, one thing that is really interesting about the Millennial generation is they have an expectation of diversity that is very different from anything I have ever seen. When I first came into the working world, there was no diversity and there was no expectation of diversity. But there is actually an expectation of diversity now, and we are helping to raise awareness around what that looks like and about the unconscious biases that people have around it. And since we started teaching this class internally, it's amazing how, sort of anecdotally, things have changed, even in meetings. So I'll use women, but particularly women are often cut off in the middle of conversations; they're interrupted, they sort of -- people move on, move on. And what happens now is that very often someone in the room, often a man, will say, "Wait a second. I wanted to hear the end of that thought. Can we go back?" You know, interrupting the interrupter.

So that's a behavior that we see happening now that's really important and really says to women in the organization, What you have to say matters. And people are starting to do the same thing for people whom we haven't defined as introverts, but people who don't talk as much in meetings, to say, you know, "John, you haven't said anything yet. Where do you fall out on this topic?" Sort of training managers to draw out the diversity of perspectives and experiences in the room. It's actually not having diversity, just having diversity that matters; it's leveraging the diversity that matters, that gets you better results, and so everybody in the organization needs to understand how to do that.

MR. HARMAN: Hi, Lori. I'm David Harman from Poly Prep, Brooklyn, New York. I'm absolutely intrigued and fascinated by your two examples of the really young people who made major innovations, the second example being the young woman right out of college who changed the icon and where that sense of

inspiration came from. And for her, it's a little more obvious, being female and seeing herself behind some sort of male image.

But could you talk about the two people who were interns and how they might have come up with the idea of the rainbow overlay on the Facebook portraits? I mean, were they gay? Were they female? What inspired them to not only be innovative but to be so enlightened and progressive and all those other good things?

MS. GOLER: They are two men, two guys. I don't know where their innovation came from. You know, I think one amazing thing is that I find that the people who work at Facebook are very involved in the world, you know. They are very well read; they can talk about almost any topic that's happening around the globe. They're very socially aware. Particularly, I find, in the United States around progressive social issues they're very socially aware, and I think are always looking for ways that we can reflect that.

So for example, I think there are 52 ways to define your gender on Facebook, which probably isn't even enough. But for a long time it was binary. You were either a man or you were a woman, and that's the way it was always defined, and it wasn't until someone came along, was very aware of what was happening in the world, maybe in their own experience, and thought, That's not right, two is not enough, and somehow came to 52.

So I think that just being a citizen of the world is part of the way that they come to some of the insights that they come to. And the thing I really love about the college interns, the new college grads, is that they try to solve problems that anyone else would tell you can't be solved and they do that because they don't know it can't be solved. Right? They haven't had the experience. So sometimes they actually solve it. For many, many years, probably my first six or seven years at Facebook, every summer the college interns would come, and every summer all of Facebook would go down, the whole site would go down, because some college intern would think, Oh, I'm going to go check out the deep kernel, blah, blah, blah, blah, and it would bring the whole site down. And we never fired them. They were doing what they were supposed to be doing. They were out trying to figure out what was happening in the code and making it better. We finally figured out how to put gates in place so that they could play but not take down the entire Internet. But that is part of what they see. They look at the world and they think it can be a little bit better in every possible way.

SPEAKER FROM THE FLOOR: Is that a quality you look for when you're hiring?

MS. GOLER: It is, yes. It's part of being a builder. It's part of, Tell us about something you have done in the past, where you saw something that worked pretty well that you thought could be better, and what you did to try to make it that way.

SPEAKER FROM THE FLOOR: I don't know if this is an accurate statement, but one of the things that I hear from students at my institution anecdotally is that they don't use Facebook; that it's more something that adults are using and not so much used by the younger generation. So I wonder, is that your experience? And if it is, what are you all trying to do to make sure that the younger generation remains interested in Facebook?

MS. GOLER: For starters, you can't use it if you're under 13. So if I found out that someone in my daughter's class was on Facebook under 13, it's my obligation to report that and to have the account removed. So I think we're one of the only companies actually that's pretty strict about that across all of our products.

You know, I think there are actually lots of cool things that the kids do on Facebook. One thing that I think will be really popular is this Live product, actually. My guess is that that will be something that's pretty interesting. Instagram, of course, is very, very, very popular. And Facebook Messenger is really -- 800 million people use it, so it's a great way to sort of stay in touch with a smaller group of people. And so I think part of it is just figuring out as you grow up, but I think it's important for kids to figure this out, how to use different audiences for different communications. And I think once they figure out, for example, how to exclude their parents from their postings, my guess is that they probably are a little more active.

SPEAKER FROM THE FLOOR: I have a question for you. I find with the girls in my own family that they are completely unafraid of their access to information; they feel that they can find anything that they need through the use of technology in a really, really wonderful way. And on the flip side, I find that we've never had a population that is more risk-averse in other areas of their life, in terms of being afraid of making a mistake, and how can we help young people and ourselves take that unbelievable belief that they can figure anything out and apply that also to their ability to take risks in other areas.

MS. GOLER: I think there are two things that sort of play into that. I think the first is, you know, what I have mentioned to Nanci is like this college industrial complex of admissions, where it really makes it impossible to take a risk in something that is related to something that shows up on your transcript. Right? You're not going to take the hardest class because you might get an A minus, and then you won't get into whatever school it is that you wanted to get into. I think the same is true for kids who sort of decide now, when they're very, very young, what their major activity is going to be. They may not even like it by the time they get to eighth or ninth grade, but by the time you get there, "Gosh, I have got to stay at it and I have to be the best in the state and be the team captain and I've got to be -- because when I apply to college, I need that."

I don't know how to solve that in our society, but I do think that I see anecdotally -- Palo Alto is really horrible. This is like a horrible thing in Palo Alto, where for years and years you have all these parents, incredibly achievement-oriented and accomplished, and they want their kids to go to the best schools, and for the first time anecdotally I'm seeing that start to unravel a little bit. There's almost like a nascent backlash or revolution against that.

And we hire from 300 schools. I can't even name 300 schools. We hire from 300 schools, so it just does not matter. It just does not matter. And I think helping girls especially understand that -- I think girls define themselves by the destinations in life and what the brands are of those destinations. I think if we can help them get over that, that's really helpful.

I think the other thing about girls and making mistakes is that there is this potential social pressure around making a mistake, and I know I always felt it when I was in high school, kind of like you wanted to make sure you weren't going too far outside the bounds for those reasons, as well.

So I don't know what it is. But I think that's sort of very different from exploring online and doing things online. They are very adventurous on line. But I think what you won't see them doing anything online that leaves a footprint that a college could see. So they know. They know exactly what the game is, and they're playing it. And I think until we can give them spaces where they can iterate and learn and make mistakes that are not permanent on their record, I think it's going to be hard to get them there.

SPEAKER FROM THE FLOOR: The two young interns you spoke about had a great audacity, fearless about trying to make a change. And I think we talked

about our faculty, some of whom don't want change to happen. But there are others who are fearful of being audacious. They have been there for 20 years, but they're scared to make a change. How in your corporate culture have you built that for folks who are not interns but have been there for five, eight years? How do you make sure you keep that culture of innovation and allowance for them to be audacious?

MS. GOLER: You get fear when you have a sense that there will be some negative repercussion for something that you do. And for people who are innovating, trying new things, trying to push things forward, we make sure that there are no negative repercussions and only positive reinforcement. So we have a high bar for performance. It's not about that. But if you go out on a limb and you try something and it completely fails, chances are you're going to go on to use whatever you learned in that. You're going to take the parts that did work, because there's always something that does work, even if the whole thing doesn't work, and you're going to take it forward to the next iteration.

So I think fear is just about worrying about the repercussion of it, and what you might be afraid of is different for our people than it would be for your people, but I think if you can identify what it is, that repercussion is that they're worried about, and take that away somehow or lessen it in some way, you might see more innovation and more audacity.

MS. KAUFFMAN: We have our last question.

SPEAKER FROM THE FLOOR: I'm just wondering, because we're all school leaders here, about how from the top the direction is shaped about the innovation. Because you know, I love cat pictures and pictures of people's kids, and that's a lot of what's on Facebook, but I feel like there's an aspirational part of social media about changing the world and connecting people. So how does Mark Zuckerberg create that culture so you're innovating in that direction and people just aren't innovating in random ways that are not driving the company forward?

MS. GOLER: We have 13,000 people. I think every single one of them could tell you that our mission is to make the world more open and connected. I think they come to Facebook because they care about that, and I think they know that that's sort of the space that we're operating in. That a pretty wide space, so it could mean a lot of different things. It's largely just about communication.

Interestingly, the way the platform is used is very different around the world. In the United States it is a lot of pictures of babies and cats, but that's not the way it's used in Asia or the way it's used in underdeveloped countries where people are using it for commerce and for figuring out the price of a commodity at the market. One of the amazing things about it is how differently it can be used in any space. So that really gets people a lot of room.

I would say there are very few projects that are, like, wow, that's really not what we're working on, but I would say that communication generally, making the world more connected, there's room for a lot there, and even if someone is off working on something else, you can usually sort of pull it in enough so that it fits what we're trying to do in the world.

MS. BROWNLEY: Could you tell us, who doesn't succeed at Facebook and why?

MS. GOLER: I guess it's not a place to rest on your laurels at all. It is performance-based, it's results-focused, and we look at impact of every single person. And the thing about results is that that all sounds good, but what it means for you is that your goals are getting higher and higher every half. So what was good last half is not good enough next half, and not everybody likes that. It sounds great philosophically, but it can be hard and scary and kind of intense. So we really try to make it clear that that's true before you join, because you don't want anybody coming in not knowing that. But even when you tell people that, actually experiencing it is pretty different. So some of those people don't stick.

We just operate pretty differently, you know. It's not about the highest-paid person's perspective or ideas. It's about everyone's ideas. And you kind of have to be in it to win it on that front. You have to be willing to share your perspective, and we expect that everyone will share their perspective. And I think where people get thrown off is where maybe they just aren't ready to do that. But for the most part it's mostly just that sort of ever-increasing performance bar.

Thank you very much for having me.

MS. WADE: What an amazing woman, who has shared incredibly with us over the last hour. Thank you so much, Lori. That was terrific.

Break time, but not too long. We want to come back together at 10:45. There are refreshments out in the hallway. Enjoy your e-mails, enjoy your voice mails and texts but be back at 10:45.