HILLARY’S SWINDLING SILICON VALLEY GIRLS

FACEBOOK’S SHERYL SANDBERG DRIVES FAKE "LEAN IN" FEMINISTS FOR THE SECRET SPY AGENCY FORMED BY BILL CLINTON IN 1995—TRUMP THREATENS THEIR HEGEMONY

CONTRIBUTING WRITERS | OPINION | AMERICANS FOR INNOVATION | JUL. 15, 2016, UPDATED JUL. 17, 2016 | PDF

FIG. 1—On Feb. 16, 2011, Facebook chief operating officer Sheryl K. Sandberg emailed Hillary Clinton and her chief aide Cheryl D. Mills. This email was stonewalled by the State Department during a Judicial Watch FOIA request and was only released recently by Judge Sullivan’s order. The email gives detailed insight into the massive collusion among Hillary Clinton, the State Department, the Obama Administration, Wall Street and Silicon Valley. Sandberg invited Hillary to attend a private dinner in her home titled “the Women of Silicon Valley.” She cited a CNN Money-Forbes article that highlights four woman in the puffery article as new female leaders in Silicon Valley. However, we now know that these women were chosen not for their skill and creativity, but for their willingness to follow the orders of a secret White House spy agency that President Bill Clinton first established in 1995 by Executive Order No. 12938. The truth is, these women are nothing more than kept women from Silicon Valley for Hillary and Bill Clinton and their crony capitalist co-conspirators in a massive RICO racketeering organized crime syndicate.

The meaning of ‘Handlers’ is explained below.
(JUL. 15, 2016)—Silicon Valley media pumps out endless self-adulating drivel about the Valley's supposed genius for innovation. Given the continuous references to “smart people in Silicon Valley” it is clear that America’s political class has been taken in.

Thinking pundits are finally seeing the cracks in the fabricated monument to Silicon Valley.

Few know or remember that Silicon Valley started after the U.S. government set up electronic silicon chip manufacturing there back in the days when computers with the computing power of an iPhone took up whole city blocks to operate. Message: Feed a monkey enough play money and even he will eventually get it right.

That's not inherent genius, that’s trial and error with We The People's tax dollars. The flow of taxpayer dollars into the Valley never stopped after that. **The dirty little secret about the Valley is that it was founded with taxpayer dollars and driven by spies.**

That was during the Cold War when the enemy was clear: the Soviet Union and Communism.

As the Soviet Union was collapsing, the direction of Silicon Valley shifted when Bill Clinton became president in 1993. Hindsight shows now that it became a monument to greed and power mongering as these former spies began lining their pockets while still using 'national security' as the overarching rationale and excuse for secrecy.

**SILICON VALLEY'S MISSION SHIFTED FROM FIGHTING COMMUNISM TO LINING CRONY POCKETS**

The American public was oblivious to this shift in priority from anti-Communism to the self-enrichment of spies and their crony capitalists, mainly because these purveyors used the old secrecy rules to hide their collusion.

Just about the time questions started being asked about the logic of the trillions of dollars being pumped into Silicon Valley, these insiders realized that they needed a new enemy that could continue to justify their secrecy. A majority of these unscrupulous individuals were from Harvard Law.

**UH, TERRORISM. THAT'S THE TICKET. YEH, THAT'S IT. GLOBAL TOO. YEH.**

Global terrorism was born. It has served them well as a worthy replacement for the U.S.S.R. threat.

Bill Clinton signed an **Executive Order No. 12958** in 1995 that was the foundation for the current American spy state abuse of the U.S. Constitution. It is all legal. Sort of. A White House spy agency crafted out of Executive Orders is accountable only to the President and not Congress. The authority for such executive orders is constitutionally dubious. In this case, the abuse of power is so far over the top, it is undoubtedly illegal. This secret agency has been feeding dirt on everyone on the planet to these insiders for more than a decade.

No wonder Bill and Hillary get $200,000+ speaking fees by snapping their fingers. No wonder normal give and take in Washington, D.C. and in the world is so upside down. When Constitutional respect for privacy and property was so wantonly ignored by those in whom we placed our trust, abuse of power replaced it.

**Blackmail: No wonder Bill and Hillary get...**
$200,000+ speaking fees by snapping their fingers.

This spy state agency dictates the new rules in Silicon Valley. It funds companies that support their hidden agenda, and provides no funding to those that follow the U.S. Constitution. Experience shows most take the money and become companies like Google, Facebook, Yahoo, Intel, Microsoft, Instagram, YouTube, WhatsApp, Skype, Cisco, Oracle, yada yada yada. You get the picture.

HILLARY CLINTON APPOINTED SECRETARY OF STATE BY BARACK OBAMA IN 2009

Barack Obama appointed Clinton as Secretary of State and then gave her near free reign over America’s foreign policy. That was the first tip off.

Turns out, we believe, that Barack Obama himself was a Manchurian candidate for this secret White House executive order spy agency. He was put in place to enable the secret Clinton spy agency to perfect a full global digital takeover under the cover of his presidency. We will present enough proofs in this post to prove this beyond doubt. The evidence uncovered is now unmistakable. The IBM Eclipse Foundation was the technical driver.

Barack Obama appointed Hillary Clinton as Secretary of State on Jan. 21, 2009.

On Jun. 30, 2009, we know from NSA whistleblower Edward Snowden that Facebook began illegally feeding all user data, including that of American citizens, to the NSA.

On Jul. 09, 2009, Hillary, shadow adviser Sidney Blumenthal, and chief policy adviser Ann-Marie Slaughter were drafting strategy documents to use Facebook and Twitter as their go-to “eDiplomacy” communications tools.

On Sep. 26, 2009, Hillary and the State Department contracted with Facebook for a “template for winning elections.” Never mind that it is illegal for federal officials to tamper with U.S. elections. Never mind that Columbus innovator Leader Technologies had filed suit against Facebook for infringing their social networking patent, rending Hillary’s activity obstruction of justice, and making the Hillary’s collaboration with Facebook RICO racketeering—organized crime.

During this period Mark Zuckerberg and Facebook stonewalled all discovery of Zuckerberg’s 2003-2004 Harvard files, documents and emails. After the Federal Circuit appeals court protected Facebook too it was discovered that his attorneys lied about their full possession of 28 Zuckerberg computer devices and Harvard emails. It was also discovered that the spymasters inside this secret and unconstitutional White House spy agency got most of these Leader v. Facebook judges their jobs.

Leader later proved in federal court that the engine running Facebook was indeed Leader’s social networking invention on all 11 of 11 claims. Nonetheless, a sycophant judiciary including Chief Justice John G. Roberts, Jr. (appointed in 2005 at the recommendations of the spymasters) rallied around Facebook in evident collusion with the White House.

On Dec. 31, 2009, Barack Obama signed Executive Order No. 13536 making Hillary part of an inner circle of seven calling all the shots on national security.

On Jan. 29, 2010, Hillary approved the Uranium One deal with Vladimir Putin that generated over $150 million in donations to The Clinton Foundation. It also gave the Russians control of part of America’s strategic uranium reserve.

On Jul. 19-20, 2010, the Leader v. Facebook trial resulted in a split verdict. Leader proved Facebook infringes its social networking patent on 11 of 11 claims.

HILLARY CLEARLY DID NOT CARE THAT FACEBOOK USED STOLEN PROPERTY—SHE OBSTRUCTED JUSTICE TO EXPLOIT FACEBOOK FOR HERSELF

On Sep. 30, 2010, Hillary entered a $265,000 contract with Facebook for a “template for
The Social Network false narrative movie about Facebook’s supposed origins was distributed. A sycophant mainstream media accepted the story without question—proof that the Free Press was complicit, having been paid off by billions of dollars in Wall Street funding long before.

On Nov. 16, 2010, a Raytheon whistleblower leaked video of Riot software for tracking anybody on social media 24x7x365. Riot combined Facebook, Twitter, Google, YouTube, Yahoo, personal photos, personal information, family, friends, colleagues, biographical profile, police records, property records, writings, predilections, chats, video, etc. Clearly, Facebook was in the spy state plan and Leader Technologies’ patent claims (and those of others like Dr. Lakshmi Arunachalam and Johannes Van der Meer) were not to be acknowledged.

HILLARY AND STATE DEPT STONEWALLED THESE EXCHANGES AMONG HILLARY, MILLS AND SANDBERG—PROOF OF COLLUSION WITH FACEBOOK AND SILICON VALLEY

Hillary and the State Department stonewalled a Feb. 16, 2011 email exchange between Hillary (“H”), Cheryl D. Mills and Facebook COO Sheryl K. Sandberg.

The email is an extraordinary recitation of the collusion among Hillary, Facebook and the State Department.

In now familiar sycophantic form, Sandberg praised Hillary for her “important and thoughtful speech” on Internet Freedom. Never mind that Facebook helped draft the speech and included four mentions of Facebook and three about Twitter.

Among the remarkable revelations is Sandberg’s discussion of “field testing elements of the framework” which we now know from other stonewalled emails included many contracts to build “a template for winning elections” focused on the 2010 midterms. (See Sep. 26, 2009; and Sep. 30, 2010 above.) This American Secretary of State had turned software framework developer, even though FBI Director Comey just testified that Hillary was not very technically sophisticated. Question: Who was driving this bus? Answer: The spy state Cartel. No wonder Hillary did not want her emails on State Department systems.

Sandberg invited Hillary to speak at an exclusive and “always completely off-the-record” dinner series in her home named “Women of Silicon Valley.”

Laughably, after telling Hillary the dinners were confidential, Sandberg gave Hillary a CNN Money-Fortune link titled “The new valley girls” featuring Sandberg talking about the dinners. Sandberg thus deceived the U.S. Secretary of State by saying her dinners were “completely off-the-record” when, in fact, she had already made them public.

The CNN-Fortune article touts four Silicon Valley women as the new face of female executives in technology.

LOOK AT US FOLKS, WE'RE POWERFUL GIRLS!
FIG. 2—On Feb. 16, 2011, in an email to Hillary Clinton and her aide Cheryl D. Mills, Facebook chief operating officer Sheryl K. Sandberg cited a CNN Money–Forbes article that highlights four women in a long puffery article as new female leaders in Silicon Valley. The reality is these girls are merely good order takers for their spy state Cartel handlers Larry Summers, James W. Breyer and Marc Andreessen. From left to right: "Gina Bianchini, CEO of Ning, Sukhinder Singh Cassidy runs Asian and Latin American ops at Google, Sheryl Sandberg, COO of Facebook, and Theresa Gouw Ranzetta deploys capital at Accel Partners.”

Note that the two girls on the left are mere props with absolutely no prior distinction in their lives other than looks (tee hee). The two on the right, Sandberg and Ranzetta, are long-time James W. Breyer, Accel Partners LLP venture capital goats.

Photo: Robert Maxwell.

NEW JUL. 16, 2016!

THE BEST FAKED SILICON VALLEY GENDER DIVERSITY THAT SPY STATE MONEY CAN BUY

Truth is these women are mere props for the NSA spy state Cartel. None of them is distinguished by anything other than their ability to follow the orders of their male handlers. None have created anything.

What they are good at is sucking up to their male handlers, cashing their checks, dying their hair black and wearing black power suits. In short, they clean up well.

The attractive ones didn’t earn that either. They got that from their parents. Nonetheless, 2014, all of our documents linked to Scribd were deleted by that “cloud” service using the flimsiest of arguments. Some of our documents have been there for two years and some had almost 20,000 reads.

George Orwell wrote in 1984 that one knows one is in a totalitarian state when telling the truth becomes an act of courage.

All the links below were updated Mar. 20, 2014 (many thanks to our volunteers!)


2. Dr. Lakshmi Arunachalam's Censored Federal Circuit Filings (Archive)

3. Brief Summary of Leader v. Facebook

4. Backgrounder

5. Fenwick & West LLP Duplicity

6. Instagram-scam

7. USPTO-reexam Sham

8. Zynga-gate

9. James W. Breyer / Accel Partners LLP Insider Trading

10. Federal Circuit Disciplinary Complaints

11. Federal Circuit Cover-up

12. Congressional Briefings re. Leader v. Facebook judicial corruption

13. Prominent Americans Speak Out

14. Petition for Writ of Certiorari

15. Two Proposed Judicial Reforms

16. S. Crt. for Schemers or Inventors?

17. Attorney Patronage Hijacked DC?

18. Justice Denied | Battle Continues

19. FB Robber Barons Affirmed by S. Crt.

20. Judicial Misconduct WALL OF SHAME

21. Corruption Watch - "Oh what webs we weave, when first we practice to deceive"

22. Facebook | A Portrait of Corruption

23. White House Meddling

24. Georgia! AM 1080 McKibben Interview

25. Constitutional Crisis Exposed

26. Abuse of Judicial Immunity since Stump

27. Obamacare Scandal Principals are intertwined in the Leader v. Facebook scandal

28. S.E.C. duplicity re. Facebook
they are well known in the Valley for throwing around their cuteness with aplomb in order to divert attention from questions about their actual accomplishments.

The clear message of this CNN-Fortune article is: It is just too bad that you poor, unattractive female sods are not as successful as us [hair dutifully thrown over the left shoulder on cue].

THE KEPT GIRLS OF SILICON VALLEY

Far from liberating women, these women reinforce the negative stereotypes of the kept woman. In their cases, they are kept in Silicon Valley to give the world the illusion of gender diversity in technology, when in fact, they are female slaves to a spy state organized crime racket that pays them well.

It is worth noting that Sheryl Sandberg’s husband, David Goldberg, died recently under dubious circumstances while on vacation in Mexico with the kids. The official story is that he fell off a jogging machine in the hotel next to where he was staying, hit his head and died of a brain aneurysm. He was only 47. Yeh, right. Goldberg’s death joins an epidemic of JPMorgan and Deutsche Bank suicides in the last several years. Curiously, both banks are Facebook/Sandberg underwriters.

At Goldberg’s funeral, Sandberg delivered all too perfect tears and a made for TV eulogy. Message: Hillary’s main Silicon Valley girl is free again. Rumor has it that she and her serial sex crime racket that pays them well.

Hillary’s kept girls of Silicon Valley featured in the CNN-Fortune article are:
1. Sheryl K. Sandberg—Facebook
2. Gina Bianchini—Ning
3. Sukhinder Singh Cassidy—Google
4. Theresia Gouw Ranzetta—Accel Partners

The spy state men driving these women are a now familiar group of criminals:
1. Lawrence H. “Larry” Summers
2. James W. Breyer
3. Marc Andreessen

GIBSON DUNN LLP exposed as one of the most corrupt law firms in America

Investigative Reporter Julia Davis investigates Facebook’s Leader v. Facebook attorney Gibson Dunn LLP. She credits this firm with the reason why not a single Wall Street banker has gone to jail since 2008.

Click here to read her article “Everybody hates whistleblowers.” Examiner.com, Apr. 10, 2012. Here’s an excerpt:

“Skillful manipulation of the firm’s extensive media connections allows Gibson Dunn to promote their causes, while simultaneously smearing their opponents and silencing embarrassing news coverage.”

This statement followed right after Davis cited Facebook’s chief inside counsel in the Leader v. Facebook case, Theodore Ullyot, who appears to have helped lead the Leader v. Facebook judicial corruption. Interesting word choices associated with Gibson Dunn LLP: manipulation, smear. Attorneys swear a solemn oath to act morally, ethically, and in support of democratic principles. They promise to conduct themselves in a manner that instills confidence among the citizenry in the rule of law and the judicial system. These promises appear to be meaningless.

Click here for a PDF version of Julie Davis’ article.

THE SPY STATE HANDLERS OF THE SILICON VALLEY’S GIRLS

For new AFI readers, LARRY SUMMERS has led this charge to takeover the global digital infrastructure ever since Bill Clinton came to power he became Clinton’s Treasury Secretary. Summers is almost single handedly responsible for destroying the Glass-Steagall separation of banks between investments and everyday bank. This failure to check banker greed has given rise to “too big to fail banks” like Goldman Sachs, Morgan Stanley, JPMorgan, Wells Fargo, Bank of America, Citibank, Credit Suisse, Deutsche Bank, State Street, Barclays, HSBC and UBS. Tellingly, Obama put Summers in charge of doling out the 2008 bail out funds that these banks used to fund the social media world, starting with Facebook.

This world had two objectives, takeover global digital infrastructure and permanently takeover political infrastructures controlled by these crony capitalists.

JAMES W. BREYER is managing partner of Accel Partners LLP. Breyer was Facebook’s first official venture capital. Former chairman and still a director. Largest inside Facebook stockholder after Zuckerberg. Directed the pump-and-dump Facebook initial public offering. Moving all his marbles to China where his father, John P. Breyer, set up shop 20 years ago (IDG-Accel Capital), was chairman of the National Venture Capital Association in 2004 with the CIA venture firm In-Q-Tel. What more do you need to know about his secret spy state agenda. (There is a lot more to know about his abandonment of American entrepreneurs in favor of all

Americans for Innovation: HILLARY’S SWINDLING SILICON VALLEY GIRLS

James W. Breyer

MARC L. ANDREESSEN helped invent the Netscape browser at the University of Illinois. Everything since then has been fraudulent. He is a Facebook, Ning and Instagram director. At Instagram he brought in Larry Summers as a director right before that public offering. Andreesen filed for patents in 2005 that listed Leader Technologies’ invention as prior art, but his law firm, Fenwick & West LLP, Leader’s former counsel, subsequently failed to disclose Leader invention on hundreds of Facebook patents subsequently filed. This constitutes massive fraud on the Patent Office. But the Patent Office has turned a blind eye, of course. Obama’s Patent Office has been run by former IBM chief intellectual property counsel, David J. Kappos—the co-founder of the IBM Eclipse Foundation in 2001. Eclipse distributes the platform source code to the entire spy state (Eclipse IDE—Integrated Development Environment).

OBAMA MET WITH HILLARY’S SILICON VALLEY BOYS AND GIRLS THE DAY AFTER SANDBERG’S EMAIL

A day later, on Feb. 17, 2016, Barack Obama hosted a private dinner in Silicon Valley for his private social media intelligence agency. Obama’s dinner included:

1. Bartz, Carol — Yahoo
2. Chambers, John — Cisco
3. Costolo, Dick—Twitter
4. Doerr, John & Ann—Kleiner Perkins Partner
5. Ellison, Larry—Oracle
6. Hastings, Reed—Netflix
7. Hennessy, John—Stanford University
8. Jobs, Steve—Apple
9. Levinson, Art—Genentech
10. Schmidt, Eric—Google

FIG. 3—On Feb. 17, 2011, President Obama toasted their deception of the American public and the world with 13 members of the IBM Eclipse Foundation NSA Spy State Cartel in Silicon Valley. Conspirators pictured are Barack Obama (U.S. President), Mark Zuckerberg (Facebook CEO), Steve Jobs (Apple CEO), Steve Westly (Westly Group Partner), John Doerr (Kleiner Perkins Partner), Ann Doerr (John Doerr Spouse), Eric Schmidt (Google CEO), Art Levinson (Genentech Chairman), John Chambers (Cisco CEO), Larry Ellison (Oracle CEO), Reed Hastings (Netflix CEO), John Hennessy (Stanford Univ. President), Carol Bartz (Yahoo CEO) and Dick Costolo (Twitter CEO)

1. DC Bar refuses to investigate attorney misconduct in Leader v. Facebook - Unwillingness of DC attorneys to self-policing may explain why Washington is broken, Dec. 30, 2012
2. Will the U.S. Supreme court support schemers or real American inventors? Facebook’s case dangles on a doctored interrogatory. Eighteen (18) areas of question shout for attention, Dec. 27, 2012
3. Two Policy Changes That Will Make America More Democratic (and less contentious), Dec. 21, 2012

EDITORIALS

OUR MISSION

11. Westley, Steve—Westly Group Partner
12. Zuckerberg, Mark—Facebook

Other leading computer hardware and network members of the spy state Cartel were captured in an IBM photo on Mar. 16, 2015 (since removed from the IBM website). Those participants were:

13. Burns, Ursala M.—Xerox
14. Dell, Michael S.—Dell
15. Durcan, Dermont Mark—Micron Technology
16. Jarrett, Valerie—White House
17. Mollenkopf, Steven M.—Qualcomm
18. Rometty, Virginia M.—IBM
19. Tucci, Joseph M.—EMC

For more information on the secret White House spy state Cartel, see People You Trusted Are Now Hijacking the Internet Timeline.

HILLARY’S SILICON VALLEY BOYS AND GIRLS DO NOT LIKE DONALD TRUMP

It should be no surprise now why these Silicon Valley spy state criminals are lining up against Donald Trump. A Trump presidency will likely ruin all their plans for their globalist domination. Go Donald.

American citizens must fight abuse of the constitutional right for authors and inventors to enjoy the fruits of their inventions, as a matter of matter of basic property rights and sound public policy. Otherwise, instead of innovation, creativity, genius, ideas, vision, courage, entrepreneurship, respect, property, rejuvenation, morals, ethics, values, renewal, truth, facts, rights, privacy, solutions and judicial faithfulness,

. . . our society and economy will be dragged down (and eventually destroyed) by copying, infringement, thievery, counterfeiting, hacking, greed, misinformation, exploitation, abuse, waste, disrespect, falsity, corruption, bribery, coercion, intimidation, doublespeak, misconduct, lies, deception, attorney "dark arts," destruction, confusion, dishonesty, judicial chicanery and lawlessness.

If we do not speak up, impeach derelict judges and imprison corrupt attorneys, we cannot possibly hope to start fixing the current ills in our society. Without justice and respect for private property, democracy has no sure foundation.

CURRENT EDITORIAL FOCUS

We are an opinion blog that advocates for strong intellectual property rights. We welcome commenters and contributors. The Leader v. Facebook patent infringement case first came to our attention after learning that the trial judge, Leonard P. Stark, U.S. District Court of Delaware, ignored his jury’s admission that they had no evidence to support their on-sale bar verdict, but the judge supported it anyway.

The judicial misconduct has deteriorated from there, replete with two of the three judges on the Federal Circuit appeal panel, Judges Alan D. Lourie and Kimberly A. Moore, holding Facebook stock that they did not disclose to the litigants, and later tried to excuse through a quick motion slipped in at the last minute by the Clerk of Court, Jan Horbaly, and his close friends at The Federal Circuit Bar Association. (The DC Bar subsequently revealed that Mr. Horbaly is not licensed to practice law in Washington D.C.)

The judges ignored shocking new evidence that Mark Zuckerberg withheld 28 hard drives of 2003-2004 evidence from Leader Technologies that could prove actual theft (and therefore claims even more serious than infringement). In addition, Facebook’s appeal attorney, Thomas G. Hungar of Gibson Dunn LLP, has close personal ties to just about every judicial player in this story. The misconduct appears to reach into the U.S. Patent Office through abuse of the reexamination process by Facebook. We will stay focused on Leader v. Facebook until justice is served, but we also welcome news and analysis of intellectual property abuse in other cases as well.

WELCOME TO DONNA KLINE NOW! READERS!
CONCLUSION: HILLARY’S GOOD LITTLE VALLEY GIRLS

The CNN-Fortune article that Sandberg disclosed to Hillary was a pure puff piece. Thanks to the tenacity of Judicial Watch, the American public is learning the depth of the corruption that has overtaken Washington, D.C. and the world. In her email, Sandberg was reminding Hillary of her insider status and assuring her that she was only too happy to play along. . . . . . . . like a good little girl.

These are exactly the wrong kinds of morals we want for our daughters.

MESSAGE TO THE SILICON VALLEY GIRLS: Perhaps the first of you to turn state’s evidence can avoid going to jail. Time is awasting.

POSTSCRIPT:

Word has come as this article was being fact checked that Facebook today started censoring the search term “Muslim terrorists” and replacing it with “Muslims are not terrorists.” Presumably they know they can get away with such totalitarian conduct at least while Barack Obama’s Justice and Commerce Departments sleep.

* * *

Notice: This post may contain opinion. As with all opinion, it should not be relied upon without independent verification. Think for yourself. Photos used are for educational purposes only and were obtained from public sources. No claims whatsoever are made to any photo.

COMMENT

Click “N comments:” on the line just below this instruction to comment on this post. Alternatively, send an email with your comment to amer4innov@gmail.com and we’ll post it for you. We welcome and encourage anonymous comments, especially from whistleblowers.

20 comments:

K. Craine  July 16, 2016 at 5:17 AM

Email comment by TEX:

Question: Are we tired of mass killings, media bending the truth, economic lethargy, class divide, attacks on our police?

Let’s think about this. Where are we? Our policy on terror. We declare peace. Obama said the war was over and Islam is a religion of peace. ISIS hasn’t and won’t stop until we are dead or they are dead. We release known terrorists. ISIS beheads infidels. We apologize for America. ISIS agrees. If they fight and we don’t, what are the odds of an American victory. Abject failure for America, large advance for ISIS.

Illegal border crossers have increased and visas are being overstayed. American and other world progressive leaders do not care who infiltrates our societies. ISIS sets up shop in America, Europe, Australia, etc. They construct mosques to advance Sharia law. They kill us and Obama/Hillary claim that a few are just bad actors and are local criminals. This is an abject failure for America. Large advance for ISIS.

Economy has been retreating for seven years. The rich get richer, the middle class and poor are going backwards. Abject failure for America. Being prosperous is a core tenet of...
our society. Socialism is evil.

US military forces have been marginalized, military equipment is old and deteriorating. Troops told to be politically correct and not allowed to fight our enemy. Abject failure.

Our healthcare is no longer the best in the world. We are losing physicians, new drug research, and other important pieces to a robust healthcare system. Even are military vets are suffering while the current leaders invite the world to overwhelm our healthcare system. Abject failure.

Class divide is at all time highs. Political themes are based in class versus class. Hate is growing. We see it on many fronts every day. Abject failure.

Hillary calls for meetings and summits to respond to Paris/Orlando/Nice/Dallas mass killings. Trump wants to go after ISIS caliphate, their sources of revenue, their transportation, food and water supply, and their source of new warriors. Hmmm, Hillary and Barry have had eight years of meetings and summits. How has that progressed? Trump wants to win. Let's try that.

Hillary is corrupt to her bone marrow. She does whatever she needs to do to be Hillary. Trump is brash and outspoken. He offends some people that perhaps should be offended. Hillary is corrupt to her bone marrow. She does whatever she needs to do to be Hillary. Trump is brash and outspoken. He offends some people that perhaps should be offended.

In doing so, others are shocked. Big deal. If Trump had done anything close to the crimes Hillary has crafted, his golden hair would be in prison. I believe Trump, I don’t believe one word from any politician especially a Clinton. Bill and Hillary are serial liars. They are corrupt, and she is actually a complete phony. Let’s give a new face, some new ideas, and new approaches a chance. Let’s make America great again.

Have a great day, TEX=

Reply

K. Craine  July 16, 2016 at 6:02 AM

Email comment by The Intercept:


https://theintercept.com/2016/07/13/training/

At 9:30 A.M. on a gray winter Monday, the State Department officials began certifying the names at a rate of one every two minutes and 23 seconds.

In rapid succession, they confirmed that 204 police officers, soldiers, sailors, and airmen from 11 countries had committed no gross human rights violations and cleared them to attend one of more than 50 training efforts sponsored by the U.S. government. The programs were taking place at a wide variety of locations, from Italy, Albania, and Jordan to the states of Louisiana and Minnesota.

Thirty-two Egyptians were approved for instruction in, among other things, Apache helicopter gunship maintenance and flight simulators for the Sikorsky UH-60 Black Hawk. Azerbaijans were cleared for a U.S. Army course on identifying bio-warfare agents in Maryland and underwater demolition training with Navy SEALs in San Diego. Thirty-three Iraqis were certified to attend a State Department training session for bodyguards, held in Jordan. Bosnians were bound for Macedonia to prepare for deployment to Afghanistan. Ukrainian police were selected for peacekeeping training in Italy. Romanians would study naval operations in Rhode Island and counterterrorism in Skopje.

Reply

K. Craine  July 16, 2016 at 7:01 AM

AFI READER ALERT:

“From The Intercept article above:

“The data show training at no fewer than 471 locations in 120 countries — on every continent but Antarctica — involving, on the U.S. side, 150 defense agencies, civilian agencies, armed forces colleges, defense training centers, military units, private companies, and NGOs, as well as the National Guard forces of five states. Despite the fact that the Department of Defense alone has poured some $122 billion into such programs since 9/11, the breadth and content of this training network remain virtually unknown to most Americans.”
More...

"The investigation raises serious questions about U.S. government oversight, safeguards, and accountability. The investigation found:

- A global training network without any coherent strategy, carried out by scores of agencies and offices with no effective oversight, centralized planning, or a clear statement of objectives.
- The lack of any means of testing and evaluation, let alone a comprehensive way to count or track foreign trainees.
- Vetting procedures designed to weed out human rights abusers that examine trainees so rapidly that experts question their worth."

Lancelot July 16, 2016 at 11:26 AM

Most people probably don't understand what the State dept does, or is supposed to do, but IT IS MINDBOGGLING THAT Hillary's State Dept has been essentially training foreign mercenaries, which is DEFINITELY NOT the role/mission of the US State dept. Their main mission is supposed to be to manage relationships and solve diplomatic problems around the world. What the H*** is going on?? Is there ANYTHING that Hillary does right, or on the up and up??

K. Craine July 16, 2016 at 10:33 AM

Email comment by TEX:

If I were a Clinton, I would be very upset that AFI was writing an unauthorized biography of their lives.......sadly, most folks think that the presentation by AFI is fiction. Clearly, the culmination of their 40 years of criminal activity is the Clinton Foundation. It is their way to collect on favors both from the past and into the future. Soon their wealth will zoom to billions. It's comical to watch our national authority buckle under their powerful pressure. The FBI, the Federal Judges, the minions involved in our government agencies, the women that Bill raped, the IRS in their scrutiny of the Foundation, and so on. I have to laugh that the IRS tried to destroy the tiny Tea Party but simultaneously turned a blind eye from the billions of crooked and illegal money flow going in and out of the Foundation.

Historians, hopefully, will peruse the facts presented here. The facts are clear. The results are clear. It truly is biographical and the Clintons should be upset that they will get NO royalty.

Have a great day, TEX »
The connection between Thiel, Palantir, PayPal, Facebook and the NSA was exposed by Wikileaks. Here's a previous AFI post showing this evidence:


Thiel knew Facebook was a fucking stolen idea PayPal was the payment idea that was a fucking stolen idea you then on sold this stolen idea thinking it was a dumb idea pay pal the payment idea was going to be used for Bitcoin payment, Thiel didn't see the viable impact of this didn't you Thiel, this what you get when you have a MENTAL age of a FUCKING 12 year old

The owner and creator of the idea BITCOIN Mr London set up the idea so that every coin and every transaction can be followed and tract back to its original source and the only thing that was open source, The Winklevoss say BITCOIN was open source (IT WAS NOT) Mr London expand that to the Winklevoss in Emails to them?? The Winklevoss say they heard about the digital currency while holidaying in Ibiza in 2012, BULL SHIT, The Winklevoss know the truth about bitcoin SAYING BITCOIN IS OPEN SOURCE SO THEY CAN STEAL THE IDEA LIKE FACEBOOK Bitcoin was Never Never OPEN SOURCE, And it was Mr London that register the name Bitcoin

AFI got it right, yet again! FINALLY others are paying attention. Check out how your Comey-Clinton-HSBC connection is finally getting coverage. Good job guys!!! “God can do great things through people who don’t care who gets the credit.”

Kurt Nimmo, (Jul. 16, 2016). New Report: FBI Director James Comey Connected to Clinton Foundation through the Swiss bank HSBC. James Comey did not recommend federal charges in part because he is connected to the Clinton Foundation. Republicans are demanding answers from FBI boss James Comey.

On Monday, they sent a letter demanding to know why he didn’t recommend federal charges against Hillary Clinton over her use of private email servers. Clinton “clearly placed our nation’s secrets in peril,” the letter states. “No one is above the law, and the American people deserve a more robust explanation for your decision to not recommend criminal charges.”

The letter sent by House Judiciary Committee Chairman Bob Goodlatte of Virginia, and committee member Rep. Trey Gowdy of South Carolina, also mentions emails deleted by Clinton and forensically recovered by the FBI. They want to know if the emails had anything to do with the Clinton Foundation.

Director of HSBC Holdings

James Comey did not recommend federal charges in part because he is connected to the Clinton Foundation through the Swiss bank HSBC.

Clerk of Court Jan Horbaly, U.S. Court of Appeals for the Federal Circuit, clerk who signed all the opinions in Leader Techs v. Facebook, Inc., 678 F.3d 1300 (Fed. Cir. 2012). Clerk Horbaly and his staff obfuscated when the court’s ruling was challenged by an amicus curiae brief revealing clear mistakes of law and new evidence. See analysis of the misconduct and misrepresentations within the Federal Circuit Clerk of Court in Leader v. Facebook. Mr. Horbaly failed to disclose his conflicts of interest and close associations with numerous Facebook attorneys and law firms, as well as his close association with one of Facebook’s largest shareholders, Microsoft, who is a Director of The Federal Circuit Bar Association where Mr. Horbaly is an ex officio officer. Additionally, the DC Bar revealed in a written statement that Clerk Horbaly is not licensed to practice law in the District of Columbia. [Editorial: What does that make the Federal Circuit with
Here is one of The Guardian (UK) articles cited in the Red Flag / InfoWars article above:


The sidebar video in The Guardian HTML version below has a revealing short video (on the left) of the HSBC Swiss Leaks by whistleblower Henri Falciani covered extensively in past AFI blogs and the Timeline:


FBI Director James Comey Connected to Clinton Foundation. InfoWars/RedFlag. James Comey YOU FUCKING SELL OUT LITTLE SHIT

List of intelligence agencies - Wikipedia, the free encyclopedia

This is a list of intelligence agencies. It includes only currently operational institutions. Contents. [hide]. 1 Agencies by country. 1.1 Afghanistan; 1.2 Albania; 1.3 Algeria; 1.4 Argentina; 1.5 Armenia; 1.6 Australia; 1.7 Austria .... Federal Penitentiary Service Intelligence - Inteligencia del Servicio Penitenciario Federal; Airport ...

Ministry of State Security - British Intelligence - Intelligence agencies of France

Investigator Bill Whittle lays out the evidence of Hillary's guilt with undeniable, verified evidence.

Whittle calls on The American People to stop being cowards, take on and eliminate these criminals from our country.

This is a must see 5-minute video:


https://youtu.be/6xNLLcS2Yx8

At least three officers were killed during a shooting in Baton Rouge, Louisiana, officials confirmed to a local news outlet.

Click here to view a Federal Circuit Leader v. Facebook Conflicts of Interest Map.

Update Article:

Arsenio Rodriguez, U.S. Court of Appeals for the Federal Circuit, chief judge responsible for the misconduct of his judges and Clerk of Court in Leader Techs v. Facebook, Inc., 678 F.3d 1300 (Fed. Cir. 2012). Judge Rader failed to manage his court resulting in a likely situation where his judges never even received briefs that they allegedly ruled on in favor of Facebook. Judge Rader also failed to disclose his conflicting relationships with a Leader principle with whom he may have had deep professional differences during his time at the Senate Judiciary Committee—his former professor of law at George Washington University Law Center, former Leader director Professor James P. Chandler. See analysis of Judge Rader's undisclosed conflicts of interest in Leader v. Facebook.

Judge Rader also did not stop his judges from creating new arguments and evidence for Facebook in the secrecy of chambers—after they had debunked all of Facebook's evidence on appeal, which is a clear breach of constitutional due process.


Leader v. Facebook Legal Research Links
Get ready folks, the Hounds of Hell lyin’ astroturfers (fake grassroots commenters) are being unleashed for Hillary.


Many moons ago, David Brock, now the head of a Hillary Clinton Super PAC, used every resource available to ruin the life of Anita Hill and anyone who supported her. He would lie, cheat, and blatantly misrepresent facts if it meant getting Clarence Thomas through the Supreme Court nomination process.

Brock openly admitted it.

Now, it appears Brock, who is no doubt great at what he does, is using his same old tools, but for a new cause in a new technological era.

All of this comes after the revelation from POLITICO that “NBCUniversal, News Corporation, Turner Broadcasting and Thomson Reuters are among more than a dozen media organizations that have made charitable contributions to the Clinton Foundation in recent years, the foundation’s records show. The donations range from the low-thousands to the millions.”

All of this, of course, muddles the waters to the point of us not being quite clear who’s a crony, who’s a donor, or who’s a staffer for the Clinton campaign. So much money is exchanging hands that it is impossible to tell who’s been bought and sold.

Reply

**Replies**

dave123  July 17, 2016 at 12:20 PM

11 Jun 2013 ... As I reported later for TheNation.com, Palantir eventually connected with Berico and ... group opposing the Chamber, and then subsequently exposing the ... agency contractors in the past for supporting whistleblowers and WikiLeaks. ... led by libertarian billionaire Peter Thiel and Facebook’s Sean Parker.

K. Craine  July 17, 2016 at 12:26 PM

FOOLED NO MORE BY FAKE GRASSROOTS ASTROTURF-ER COMMENTERS!!!

AFI has covered Sharyl Attkisson’s expose on fake grassroots blog commenting sometimes called “astroturfing.” For those too young to remember it, “Astroturf” was a brand name for fake grass installed in sports stadiums.


https://sharylattkisson.com/propaganda-and-astroturf-recognize-it/

Sharyl also did a TED Talk at the University of Nevada on the subject that is very good:

https://youtu.be/-bYAQ-ZZtEU

dave123  July 17, 2016 at 12:55 PM

Firms like Palantir—a Palo Alto-based business that helps intelligence agencies analyze large sets of data—exist because of the government’s post-9/11 rush to develop a “terror-detection leviathan” of high-tech companies. Named after a stone in the Lord of the Rings that helps both villains and do-gooders see over great distances, the company is well-known within Silicon Valley for attracting support from a venture capital group led by libertarian billionaire Peter Thiel and Facebook’s Sean Parker. But Palantir’s rise to prominence, now reportedly valued at $8 billion, came from initial investment from In-Q-Tel, the venture capital arm of the CIA, and close consultation with officials from the intelligence-gathering community, including disgraced retired admiral John Poindexter and Bryan Cunningham, a former adviser to Condoleezza Rice.

Reply
From: Mills, Cheryl D <MillsCD@state.gov>
Sent: Wednesday, February 16, 2011 8:56 PM
To: [H]
Subject: FW: congratulations

From: Sheryl Sandberg
Sent: Wednesday, February 16, 2011 6:54 PM
To: Mills, Cheryl D
Subject: congratulations

Cheryl,

I wanted to reach out and congratulate you and Secretary Clinton on the important and thoughtful speech she delivered yesterday on internet freedom. The Secretary highlighted the important challenges to advancing a freedom agenda and laid out a reasoned framework that can guide international policymakers and private companies like ours. All of us at Facebook are grateful for the opportunity to offer our ideas and suggestions as Alec Ross and others were field testing elements of the framework — only the most recent example of the effective and productive collaboration we find in working with your senior colleagues. We look forward to continuing to work together and supporting the Secretary in this important work. On behalf of Mark Zuckerberg and myself, please give her our warmest congratulations.

Separately, I would like to invite Secretary Clinton to be a guest speaker at a dinner series I run at my home – the Women of Silicon Valley. These are personal events that I have been hosting for about five years. Attendees are the senior women working in the valley, most in technology companies as well as physicians and nonprofit leaders. Usually 40-50 women attend. The basic format is that we have a cocktail hour followed by a buffet dinner where we sit in a large circle and have an open discussion with the guest speaker. The events are always completely off-the-record. In one exception, we allowed this to be included in an article in Fortune, which you can look at to get a feel for this -- http://money.cnn.com/2008/09/25/news/newsmakers/sellers_valleygirls.fortune/index.htm?postversion=20081. Past guest speakers have included Mayor Bloomberg, Queen Rania, Steve Ballmer, Carly Fiorina, Gloria Steinem, John Chambers, Arianna Huffington, Meg Whitman, Billie Jean King, George Lucas, and many others. If Secretary Clinton ever had an evening in the San Francisco area where she could do this, I would love to have her. I think this is an important audience for her to reach, particularly in light of yesterday's speech.

On a more personal note, I have long heard a lot about you through our mutual friends. I am a huge fan of yours from watching your career from afar. I remember watching you speak on behalf of President Clinton during the impeachment discussions and being so inspired. I think I became a better public speaker from aspiring to live up to your example. I would love to have a chance to meet you one day, perhaps on a trip or when you are finished with this job.

My very best,
Sheryl

sheryl sandberg | chief operating officer | Facebook
1601 s. california avenue | palo alto, ca | 94304
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My very best,

Sheryl

sheryl sandberg | chief operating officer | Facebook
1601 s. california avenue | palo alto, ca | 94304
[REDACTED, B6]
The Voter's Self Defense System

By: Hillary Clinton
Date: Feb. 15, 2011
Location: Washington, DC

["Internet Freedom" speech]

Thank you all very much and good afternoon. It is a pleasure, once again, to be back on the campus of the George Washington University, a place that I have spent quite a bit of time in all different settings over the last now nearly 20 years. I'd like especially to thank President Knapp and Provost Lerman, because this is a great opportunity for me to address such a significant issue, and one which deserves the attention of citizens, governments, and I know is drawing that attention. And perhaps today in my remarks, we can begin a much more vigorous debate that will respond to the needs that we have been watching in real time on our television sets.

A few minutes after midnight on January 28th, the internet went dark across Egypt. During the previous four days, hundreds of thousands of Egyptians had marched to demand a new government. And the world, on TVs, laptops, cell phones, and smart phones, had followed every single step. Pictures and videos from Egypt flooded the web. On Facebook and Twitter, journalists posted on-the-spot reports. Protestors coordinated their next moves. And citizens of all stripes shared their hopes and fears about this pivotal moment in the history of their country.

Millions worldwide answered in real time, "You are not alone and we are with you." Then the government pulled the plug. Cell phone service was cut off, TV satellite signals were jammed, and internet access was blocked for nearly the entire population. The government did not want the people to communicate with each other and it did not want the press to communicate with the public. It certainly did not want the world to watch.

The events in Egypt recalled another protest movement 18 months earlier in Iran, when thousands marched after disputed elections. Their protestors also used websites to organize. A video taken by cell phone showed a young woman named Neda killed by a member of the paramilitary forces, and within hours, that video was being watched by people everywhere.

The Iranian authorities used technology as well. The Revolutionary Guard stalked members of the Green Movement by tracking their online profiles. And like Egypt, for a time, the government shut down the internet and mobile networks altogether. After the authorities raided homes, attacked university dorms, made mass arrests, tortured and fired shots into crowds, the protests ended.

In Egypt, however, the story ended differently. The protests continued despite the internet shutdown. People organized marches through flyers and word of mouth and used dial-up modems and fax machines to communicate with the world. After five days, the government relented and Egypt came back online. The authorities then sought to use the internet to control the protests by ordering mobile companies to send out pro-government text messages, and by arresting bloggers and those who organized the protests online. But 18 days after the protests began, the government failed and the president resigned.
What happened in Egypt and what happened in Iran, which this week is once again using violence against protesters seeking basic freedoms, was about a great deal more than the internet. In each case, people protested because of deep frustrations with the political and economic conditions of their lives. They stood and marched and chanted and the authorities tracked and blocked and arrested them. The internet did not do any of those things; people did. In both of these countries, the ways that citizens and the authorities used the internet reflected the power of connection technologies on the one hand as an accelerant of political, social, and economic change, and on the other hand as a means to stifle or extinguish that change.

There is a debate currently underway in some circles about whether the internet is a force for liberation or repression. But I think that debate is largely beside the point. Egypt isn’t inspiring people because they communicated using Twitter. It is inspiring because people came together and persisted in demanding a better future. Iran isn’t awful because the authorities used Facebook to shadow and capture members of the opposition. Iran is awful because it is a government that routinely violates the rights of its people.

So it is our values that cause these actions to inspire or outrage us, our sense of human dignity, the rights that flow from it, and the principles that ground it. And it is these values that ought to drive us to think about the road ahead. Two billion people are now online, nearly a third of humankind. We hail from every corner of the world, live under every form of government, and subscribe to every system of beliefs. And increasingly, we are turning to the internet to conduct important aspects of our lives.

The internet has become the public space of the 21st century -- the world’s town square, classroom, marketplace, coffeehouse, and nightclub. We all shape and are shaped by what happens there, all 2 billion of us and counting. And that presents a challenge. **To maintain an internet that delivers the greatest possible benefits to the world, we need to have a serious conversation about the principles that will guide us, what rules exist and should not exist and why, what behaviors should be encouraged or discouraged and how.**

The goal is not to tell people how to use the internet any more than we ought to tell people how to use any public square, whether it’s Tahrir Square or Times Square. The value of these spaces derives from the variety of activities people can pursue in them, from holding a rally to selling their vegetables, to having a private conversation. These spaces provide an open platform, and so does the internet. **It does not serve any particular agenda, and it never should.** But if people around the world are going come together every day online and have a safe and productive experience, we need a **shared vision to guide us.**

One year ago, I offered a starting point for that vision by calling for a global commitment to internet freedom, to protect human rights online as we do offline. The rights of individuals to express their views freely, petition their leaders, worship according to their beliefs -- these rights are universal, whether they are exercised in a public square or on an individual blog. The freedoms to assemble and associate also apply in cyberspace. In our time, people are as likely to come together to pursue common interests online as in a church or a labor hall.

Together, the freedoms of expression, assembly, and association online comprise what I’ve called the freedom to connect. The United States supports this freedom for people everywhere, and we have called on other nations to do the same. Because we want people to have the chance to exercise this freedom. We also support expanding the number of people who have access to the internet. And because the internet must work evenly and reliably for it to have value, we support the multi-stakeholder system that governs the internet today, which
has consistently kept it up and running through all manner of interruptions across networks, borders, and regions.

In the year since my speech, people worldwide have continued to use the internet to solve shared problems and expose public corruption, from the people in Russia who tracked wildfires online and organized a volunteer firefighting squad, to the children in Syria who used Facebook to reveal abuse by their teachers, to the internet campaign in China that helps parents find their missing children.

At the same time, the internet continues to be restrained in a myriad of ways. In China, the government censors content and redirects search requests to error pages. In Burma, independent news sites have been taken down with distributed denial of service attacks. In Cuba, the government is trying to create a national intranet, while not allowing their citizens to access the global internet. In Vietnam, bloggers who criticize the government are arrested and abused. In Iran, the authorities block opposition and media websites, target social media, and steal identifying information about their own people in order to hunt them down.

These actions reflect a landscape that is complex and combustible, and sure to become more so in the coming years as billions of more people connect to the internet. The choices we make today will determine what the internet looks like in the future. Businesses have to choose whether and how to enter markets where internet freedom is limited. People have to choose how to act online, what information to share and with whom, which ideas to voice and how to voice them. Governments have to choose to live up to their commitments to protect free expression, assembly, and association.

For the United States, the choice is clear. On the spectrum of internet freedom, we place ourselves on the side of openness. Now, we recognize that an open internet comes with challenges. It calls for ground rules to protect against wrongdoing and harm. And internet freedom raises tensions, like all freedoms do. But we believe the benefits far exceed the costs.

And today, I'd like to discuss several of the challenges we must confront as we seek to protect and defend a free and open internet. Now, I'm the first to say that neither I nor the United States Government has all the answers. We're not sure we have all the questions. But we are committed to asking the questions, to helping lead a conversation, and to defending not just universal principles but the interests of our people and our partners.

The first challenge is achieving both liberty and security. Liberty and security are often presented as equal and opposite; the more you have of one, the less you have of the other. In fact, I believe they make it each other possible. Without security, liberty is fragile. Without liberty, security is oppressive. The challenge is finding the proper measure: enough security to enable our freedoms, but not so much or so little as to endanger them.

Finding this proper measure for the internet is critical because the qualities that make the internet a force for unprecedented progress -- its openness, its leveling effect, its reach and speed -- also enable wrongdoing on an unprecedented scale. Terrorists and extremist groups use the internet to recruit members, and plot and carry out attacks. Human traffickers use the internet to find and lure new victims into modern-day slavery. Child pornographers use the internet to exploit children. Hackers break into financial institutions, cell phone networks, and personal email accounts.
So we need successful strategies for combating these threats and more without constricting the openness that is the internet's greatest attribute. The United States is aggressively tracking and deterring criminals and terrorists online. We are investing in our nation's cyber-security, both to prevent cyber-incidents and to lessen their impact. We are cooperating with other countries to fight transnational crime in cyber-space. The United States Government invests in helping other nations build their own law enforcement capacity. We have also ratified the Budapest Cybercrime Convention, which sets out the steps countries must take to ensure that the internet is not misused by criminals and terrorists while still protecting the liberties of our own citizens.

In our vigorous effort to prevent attacks or apprehend criminals, we retain a commitment to human rights and fundamental freedoms. The United States is determined to stop terrorism and criminal activity online and offline, and in both spheres we are committed to pursuing these goals in accordance with our laws and values.

Now, others have taken a different approach. Security is often invoked as a justification for harsh crackdowns on freedom. Now, this tactic is not new to the digital age, but it has new resonance as the internet has given governments new capacities for tracking and punishing human rights advocates and political dissidents. Governments that arrest bloggers, pry into the peaceful activities of their citizens, and limit their access to the internet may claim to be seeking security. In fact, they may even mean it as they define it. But they are taking the wrong path. Those who clamp down on internet freedom may be able to hold back the full expression of their people's yearnings for a while, but not forever.

The second challenge is protecting both transparency and confidentiality. The internet's strong culture of transparency derives from its power to make information of all kinds available instantly. But in addition to being a public space, the internet is also a channel for private communications. And for that to continue, there must be protection for confidential communication online. Think of all the ways in which people and organizations rely on confidential communications to do their jobs. Businesses hold confidential conversations when they're developing new products to stay ahead of their competitors. Journalists keep the details of some sources confidential to protect them from exposure or retribution. And governments also rely on confidential communication online as well as offline. The existence of connection technologies may make it harder to maintain confidentiality, but it does not alter the need for it.

Now, I know that government confidentiality has been a topic of debate during the past few months because of WikiLeaks, but it's been a false debate in many ways. Fundamentally, the WikiLeaks incident began with an act of theft. Government documents were stolen, just the same as if they had been smuggled out in a briefcase. Some have suggested that this theft was justified because governments have a responsibility to conduct all of our work out in the open in the full view of our citizens. I respectfully disagree. The United States could neither provide for our citizens' security nor promote the cause of human rights and democracy around the world if we had to make public every step of our efforts. Confidential communication gives our government the opportunity to do work that could not be done otherwise.

Consider our work with former Soviet states to secure loose nuclear material. By keeping the details confidential, we make it less likely that terrorists or criminals will find the nuclear material and steal it for their own purposes. Or consider the content of the documents that WikiLeaks made public. Without commenting on the authenticity of any particular documents, we can observe that many of the cables released by WikiLeaks relate to human rights work carried on around the world. Our diplomats closely collaborate with activists,
journalists, and citizens to challenge the misdeeds of oppressive governments. **It is dangerous work. By publishing diplomatic cables, WikiLeaks exposed people to even greater risk.**

For operations like these, confidentiality is essential, especially in the internet age when dangerous information can be sent around the world with the click of a keystroke. But of course, governments also have a duty to be transparent. We govern with the consent of the people, and that consent must be informed to be meaningful. So we must be judicious about when we close off our work to the public, and we must review our standards frequently to make sure they are rigorous. In the United States, we have laws designed to ensure that the government makes its work open to the people, and the Obama Administration has also launched an unprecedented initiative to put government data online, to encourage citizen participation, and to generally increase the openness of government.

The U.S. Government's ability to protect America, to secure the liberties of our people, and to support the rights and freedoms of others around the world depends on maintaining a balance between what's public and what should and must remain out of the public domain. The scale should and will always be tipped in favor of openness, but tipping the scale over completely serves no one's interests. Let me be clear. I said that the WikiLeaks incident began with a theft, just as if it had been executed by smuggling papers in a briefcase. The fact that WikiLeaks used the internet is not the reason we criticized its actions. WikiLeaks does not challenge our commitment to internet freedom.

And one final word on this matter: There were reports in the days following these leaks that the United States Government intervened to coerce private companies to deny service to WikiLeaks. That is not the case. Now, some politicians and pundits publicly called for companies to disassociate from WikiLeaks, while others criticized them for doing so. Public officials are part of our country's public debates, but there is a line between expressing views and coercing conduct. Business decisions that private companies may have taken to enforce their own values or policies regarding WikiLeaks were not at the direction of the Obama Administration.

A third challenge is protecting free expression while fostering tolerance and civility. I don't need to tell this audience that the internet is home to every kind of speech -- false, offensive, incendiary, innovative, truthful, and beautiful.

The multitude of opinions and ideas that crowd the internet is both a result of its openness and a reflection of our human diversity. Online, everyone has a voice. And the Universal Declaration of Human Rights protects the freedom of expression for all. But what we say has consequences. Hateful or defamatory words can inflame hostilities, deepen divisions, and provoke violence. On the internet, this power is heightened. Intolerant speech is often amplified and impossible to retract. Of course, the internet also provides a unique space for people to bridge their differences and build trust and understanding.

Some take the view that, to encourage tolerance, some hateful ideas must be silenced by governments. We believe that efforts to curb the content of speech rarely succeed and often become an excuse to violate freedom of expression. Instead, as it has historically been proven time and time again, the better answer to offensive speech is more speech. People can and should speak out against intolerance and hatred. By exposing ideas to debate, those with merit tend to be strengthened, while weak and false ideas tend to fade away; perhaps not instantly, but eventually.
Now, this approach does not immediately discredit every hateful idea or convince every bigot to reverse his thinking. But we have determined as a society that it is far more effective than any other alternative approach. Deleting writing, blocking content, arresting speakers -- these actions suppress words, but they do not touch the underlying ideas. They simply drive people with those ideas to the fringes, where their convictions can deepen, unchallenged.

Last summer, Hannah Rosenthal, the U.S. Special Envoy to Monitor and Combat Anti-Semitism, made a trip to Dachau and Auschwitz with a delegation of American imams and Muslim leaders. Many of them had previously denied the Holocaust, and none of them had ever denounced Holocaust denial. But by visiting the concentration camps, they displayed a willingness to consider a different view. And the trip had a real impact. They prayed together, and they signed messages of peace, and many of those messages in the visitors books were written in Arabic. At the end of the trip, they read a statement that they wrote and signed together condemning without reservation Holocaust denial and all other forms of anti-Semitism.

The marketplace of ideas worked. Now, these leaders had not been arrested for their previous stance or ordered to remain silent. Their mosques were not shut down. The state did not compel them with force. Others appealed to them with facts. And their speech was dealt with through the speech of others.

The United States does restrict certain kinds of speech in accordance with the rule of law and our international obligations. We have rules about libel and slander, defamation, and speech that incites imminent violence. But we enforce these rules transparently, and citizens have the right to appeal how they are applied. And we don't restrict speech even if the majority of people find it offensive. History, after all, is full of examples of ideas that were banned for reasons that we now see as wrong. People were punished for denying the divine right of kings, or suggesting that people should be treated equally regardless of race, gender, or religion. These restrictions might have reflected the dominant view at the time, and variations on these restrictions are still in force in places around the world.

But when it comes to online speech, the United States has chosen not to depart from our time-tested principles. We urge our people to speak with civility, to recognize the power and reach that their words can have online. We've seen in our own country tragic examples of how online bullying can have terrible consequences. Those of us in government should lead by example, in the tone we set and the ideas we champion. But leadership also means empowering people to make their own choices, rather than intervening and taking those choices away. We protect free speech with the force of law, and we appeal to the force of reason to win out over hate.

Now, these three large principles are not always easy to advance at once. They raise tensions, and they pose challenges. But we do not have to choose among them. Liberty and security, transparency and confidentiality, freedom of expression and tolerance -- these all make up the foundation of a free, open, and secure society as well as a free, open, and secure internet where universal human rights are respected, and which provides a space for greater progress and prosperity over the long run.

Now, some countries are trying a different approach, abridging rights online and working to erect permanent walls between different activities -- economic exchanges, political discussions, religious expressions, and social interactions. They want to keep what they like and suppress what they don't. But this is no easy task. Search engines connect businesses to new customers, and they also attract users because they deliver and organize
news and information. Social networking sites aren't only places where friends share photos; they also share political views and build support for social causes or reach out to professional contacts to collaborate on new business opportunities.

Walls that divide the internet, that block political content, or ban broad categories of expression, or allow certain forms of peaceful assembly but prohibit others, or intimidate people from expressing their ideas are far easier to erect than to maintain. Not just because people using human ingenuity find ways around them and through them but because there isn’t an economic internet and a social internet and a political internet; there’s just the internet. And maintaining barriers that attempt to change this reality entails a variety of costs -- moral, political, and economic. Countries may be able to absorb these costs for a time, but we believe they are unsustainable in the long run. There are opportunity costs for trying to be open for business but closed for free expression -- costs to a nation’s education system, its political stability, its social mobility, and its economic potential.

When countries curtail internet freedom, they place limits on their economic future. Their young people don't have full access to the conversations and debates happening in the world or exposure to the kind of free inquiry that spurs people to question old ways of doing and invent new ones. And barring criticism of officials makes governments more susceptible to corruption, which create economic distortions with long-term effects. Freedom of thought and the level playing field made possible by the rule of law are part of what fuels innovation economies.

So it's not surprising that the European-American Business Council, a group of more than 70 companies, made a strong public support statement last week for internet freedom. If you invest in countries with aggressive censorship and surveillance policies, your website could be shut down without warning, your servers hacked by the government, your designs stolen, or your staff threatened with arrest or expulsion for failing to comply with a politically motivated order. The risks to your bottom line and to your integrity will at some point outweigh the potential rewards, especially if there are market opportunities elsewhere.

Now, some have pointed to a few countries, particularly China, that appears to stand out as an exception, a place where internet censorship is high and economic growth is strong. Clearly, many businesses are willing to endure restrictive internet policies to gain access to those markets, and in the short term, even perhaps in the medium term, those governments may succeed in maintaining a segmented internet. But those restrictions will have long-term costs that threaten one day to become a noose that restrains growth and development.

There are political costs as well. Consider Tunisia, where online economic activity was an important part of the country's ties with Europe while online censorship was on par with China and Iran, the effort to divide the economic internet from the "everything else" internet in Tunisia could not be sustained. People, especially young people, found ways to use connection technologies to organize and share grievances, which, as we know, helped fuel a movement that led to revolutionary change. In Syria, too, the government is trying to negotiate a non-negotiable contradiction. Just last week, it lifted a ban on Facebook and YouTube for the first time in three years, and yesterday they convicted a teenage girl of espionage and sentenced her to five years in prison for the political opinions she expressed on her blog.

This, too, is unsustainable. The demand for access to platforms of expression cannot be satisfied when using them lands you in prison. We believe that governments who have erected barriers to internet freedom, whether
they're technical filters or censorship regimes or attacks on those who exercise their rights to expression and assembly online, will eventually find themselves boxed in. They will face a dictator's dilemma and will have to choose between letting the walls fall or paying the price to keep them standing, which means both doubling down on a losing hand by resorting to greater oppression and enduring the escalating opportunity cost of missing out on the ideas that have been blocked and people who have been disappeared.

I urge countries everywhere instead to join us in the bet we have made, a bet that an open internet will lead to stronger, more prosperous countries. At its core, it's an extension of the bet that the United States has been making for more than 200 years, that open societies give rise to the most lasting progress, that the rule of law is the firmest foundation for justice and peace, and that innovation thrives where ideas of all kinds are aired and explored. This is not a bet on computers or mobile phones. It's a bet on people. We're confident that together with those partners in government and people around the world who are making the same bet by hewing to universal rights that underpin open societies, we'll preserve the internet as an open space for all. And that will pay long-term gains for our shared progress and prosperity. The United States will continue to promote an internet where people's rights are protected and that it is open to innovation, interoperable all over the world, secure enough to hold people's trust, and reliable enough to support their work.

In the past year, we have welcomed the emergence of a global coalition of countries, businesses, civil society groups, and digital activists seeking to advance these goals. We have found strong partners in several governments worldwide, and we've been encouraged by the work of the Global Network Initiative, which brings together companies, academics, and NGOs to work together to solve the challenges we are facing, like how to handle government requests for censorship or how to decide whether to sell technologies that could be used to violate rights or how to handle privacy issues in the context of cloud computing. We need strong corporate partners that have made principled, meaningful commitments to internet freedom as we work together to advance this common cause.

We realize that in order to be meaningful, online freedoms must carry over into real-world activism. That's why we are working through our Civil Society 2.0 initiative to connect NGOs and advocates with technology and training that will magnify their impact. We are also committed to continuing our conversation with people everywhere around the world. Last week, you may have heard, we launched Twitter feeds in Arabic and Farsi, adding to the ones we already have in French and Spanish. We'll start similar ones in Chinese, Russian, and Hindi. This is enabling us to have real-time, two-way conversations with people wherever there is a connection that governments do not block.

Our commitment to internet freedom is a commitment to the rights of people, and we are matching that with our actions. Monitoring and responding to threats to internet freedom has become part of the daily work of our diplomats and development experts. They are working to advance internet freedom on the ground at our embassies and missions around the world. The United States continues to help people in oppressive internet environments get around filters, stay one step ahead of the censors, the hackers, and the thugs who beat them up or imprison them for what they say online.

While the rights we seek to protect and support are clear, the various ways that these rights are violated are increasingly complex. I know some have criticized us for not pouring funding into a single technology, but we believe there is no silver bullet in the struggle against internet repression. There's no app for that. (Laughter.)
Start working, those of you out there. (Laughter.) And accordingly, we are taking a comprehensive and innovative approach, one that matches our diplomacy with technology, secure distribution networks for tools, and direct support for those on the front lines.

In the last three years, we have awarded more than $20 million in competitive grants through an open process, including interagency evaluation by technical and policy experts to support a burgeoning group of technologists and activists working at the cutting edge of the fight against internet repression. This year, we will award more than $25 million in additional funding. We are taking a venture capital-style approach, supporting a portfolio of technologies, tools, and training, and adapting as more users shift to mobile devices. We have our ear to the ground, talking to digital activists about where they need help, and our diversified approach means we're able to adapt the range of threats that they face. We support multiple tools, so if repressive governments figure out how to target one, others are available. And we invest in the cutting edge because we know that repressive governments are constantly innovating their methods of oppression and we intend to stay ahead of them.

Likewise, we are leading the push to strengthen cyber security and online innovation, building capacity in developing countries, championing open and interoperable standards and enhancing international cooperation to respond to cyber threats. Deputy Secretary of Defense Lynn gave a speech on this issue just yesterday. All these efforts build on a decade of work to sustain an internet that is open, secure, and reliable. And in the coming year, the Administration will complete an international strategy for cyberspace, charting the course to continue this work into the future.

This is a foreign policy priority for us, one that will only increase in importance in the coming years. That's why I've created the Office of the Coordinator for Cyber Issues, to enhance our work on cyber security and other issues and facilitate cooperation across the State Department and with other government agencies. I've named Christopher Painter, formerly senior director for cyber security at the National Security Council and a leader in the field for 20 years, to head this new office.

The dramatic increase in internet users during the past 10 years has been remarkable to witness. But that was just the opening act. In the next 20 years, nearly 5 billion people will join the network. It is those users who will decide the future.

So we are playing for the long game. Unlike much of what happens online, progress on this front will be measured in years, not seconds. The course we chart today will determine whether those who follow us will get the chance to experience the freedom, security, and prosperity of an open internet.

As we look ahead, let us remember that internet freedom isn't about any one particular activity online. It's about ensuring that the internet remains a space where activities of all kinds can take place, from grand, ground-breaking, historic campaigns to the small, ordinary acts that people engage in every day.

We want to keep the internet open for the protestor using social media to organize a march in Egypt; the college student emailing her family photos of her semester abroad; the lawyer in Vietnam blogging to expose corruption; the teenager in the United States who is bullied and finds words of support online; for the small business owner in Kenya using mobile banking to manage her profits; the philosopher in China reading academic journals for her dissertation; the scientist in Brazil sharing data in real time with colleagues overseas;
and the billions and billions of interactions with the internet every single day as people communicate with loved ones, follow the news, do their jobs, and participate in the debates shaping their world.

Internet freedom is about defending the space in which all these things occur so that it remains not just for the students here today, but your successors and all who come after you. This is one of the grand challenges of our time. We are engaged in a vigorous effort against those who we have always stood against, who wish to stifle and repress, to come forward with their version of reality and to accept none other. We enlist your help on behalf of this struggle. It's a struggle for human rights, it's a struggle for human freedom, and it's a struggle for human dignity.

Thank you all very much. (Applause.)
Gina Bianchini, CEO of Ning, left, Sukhinder Singh Cassidy runs Asian and Latin American ops at Google, Sheryl Sandberg, COO of Facebook, and Theresia Gouw Ranzetta deploys capital at Accel Partners.

Photograph by Robert Maxwell

The tech world has a new inner circle. They’re young, they’re global, they have power marriages and little kids. And unlike their predecessors, they’re relying on a unique social network to get ahead.
The clock has just struck seven on a Thursday night, and Sheryl Sandberg is networking furiously. Not on Facebook FB 0.44%, the site she joined in March as COO and where she boasts 1,114 “friends.” No, she’s doing it the old-fashioned way, in her Atherton, Calif., living room. She hosts her Silicon Valley soirees a few times a year, and it’s always the A-list crowd. On this particular evening the group includes the new head of eBay EBAY 1.02% North America, the manager of Google’s ad-selling platforms, and well-known tech bankers and venture capitalists. It’s a high-wattage, high-powered group. Oh, and there’s one other thing: All those attending are women.

As the wine flows, the room starts to buzz. In one corner Lorna Borenstein, president of online real estate service Move, plays Yahoo alumni geography (“Where are they now?”) with Caterina Fake, who co-founded Flickr and sold it to Yahoo YHOO 0.58%. Author Sharon Meers, a former managing director at Goldman Sachs GS 1.08%, talks up her new book about dual-earner couples (there’s a plug from Sandberg on the back cover). Near the piano, Stephanie Tilenius, who could be eBay’s CEO someday, is quizzing VCs about their latest deals. “We all rely on each other for advice and help each other out,” Tilenius says.

These are the New Valley Girls. They are super-smart. Super-connected. And way too serious about their jobs and careers to endorse, much less embrace, that title. But the fact is, these women are vastly different from their predecessors who broke Silicon Valley’s glass ceiling in the 1980s and ’90s. Former CEOs Carly Fiorina of Hewlett-Packard HPQ 0.61% and Meg Whitman of eBay hardly knew each other. “With us, it was heads down,” says Whitman. She and Fiorina, who topped Fortune’s Most Powerful Women list throughout the first
eight years of its 11-year existence, didn’t socialize with each other or much with other Valley stars. (Even now, as Whitman and Fiorina work to elect John McCain President, they know each other only “kinda sorta,” Whitman says.)

Unlike their predecessors, these next-generation women aren’t interested in diligently climbing any corporate ladder. The 39-year-old Sandberg, who has taken on one of the toughest assignments in tech, has already moved from the World Bank to McKinsey to the U.S. Treasury to Google GOOG 1.37% to Facebook. Her friend Borenstein worked at Hewlett-Packard and Yahoo and eBay before landing at Move (fitting, indeed!). A chance meeting with a private equity investor at Sandberg’s house led her to that job last year. By socializing with one another, Borenstein says, “we’re putting ourselves in the pathway of opportunities.”

While the old guard tended toward househusbands (the case for Fiorina and a third of the other women on Fortune’s Most Powerful list historically), the new women leaders have power marriages, young children, and lives tethered to tech. When Stephanie and Eric Tilenius married in 1999, they postponed their honeymoon and went on road shows instead—he for his startup, Netcentives, and she for PlanetRx.com, which she co-founded. Now a mom with two children, 5 and 2, Tilenius, 41, squeezes in chats with other high-powered moms about kids and careers during her morning drive to her eBay office in San Jose.
Stephanie Tilenius, left, runs eBay North America; her boss, Lorrie Norrington, heads eBay's global marketplace sites.

Photograph by Robyn Twomey

As Google’s Sukhinder Singh Cassidy sees the situation, “We’re hitting our stride in our careers just as we’re having children. We’re not willing to give up the joys of either.” Cassidy, 38, heads Google’s vast Asia-Pacific and Latin American operations, having expanded the unit from 17 employees to thousands based in 18 countries in five years. During the same time she married and had a daughter. She has logged close to 90,000 air miles with Kenya, now 2. “If it’s over a week, she comes with me. I just can’t bear to be away from her,” Cassidy says, noting that the logistics of her marriage to an investment manager require “extensive negotiation.”

Via Facebook and LinkedIn LNKD -0.08% and Twitter TWTR -1.99%, these women trade tips constantly. Kleiner Perkins partner Juliet Flint found her nanny with help from Borenstein. Anne Wojcicki, who runs DNA startup 23andMe (and is married to Google co-founder Sergey Brin), has a baby due around Thanksgiving, so she’s getting advice from her big sister, Susan, who is a mother of four—and a Google VP. “I don’t do any work between six and nine,” says Susan. “No work. No e-mail. No nothing. I’m with my family. People at work adapt.” She also outsources everything: shopping, cooking, housework. Meanwhile Sandberg and her entrepreneur husband, Dave Goldberg, and their assistants and the nanny share a calendar—on Google, where else? Some couples work at rival companies, so they do the opposite. Flint and her husband, venture capitalist Andre de Baubigny, live under a “code of silence,” she says, because he invests with Sequoia and other VC firms with which Kleiner Perkins competes.
What has evolved here is a virtuous circle of women helping women navigate complex lives and career jungle gyms. “It’s very self-reinforcing,” says Susan Wojcicki, who famously rented her garage to Brin and Larry Page, and there they started Google a decade ago. She compares it to something familiar to anyone, male or female, who has spent time in tech. “It’s the network effect.”

The theory of the network effect is this: The larger and more dynamic a network, the more valuable it becomes—à la eBay, which in its early form attracted buyers, which attracted sellers, which attracted more buyers, and so on. Post-Meg Whitman, who built the first mega-community online, these women have taken lead roles in building social-networking businesses. Jim Breyer of Accel Partners, who is on the Facebook board, says that the Valley’s fastest-growing companies today “are about partnerships and teams.” These Valley women make good leaders in part because “they are deeply empathetic to helping each other succeed.” If you think that their social web is completely self-sustaining, however, you’re mistaken. They rely heavily on powerful men.

Just ask Gina Bianchini. The onetime Goldman Sachs analyst is CEO of Marc Andreessen’s third startup, Ning. (The two dated briefly years ago but are now married to other people.) The site lets consumers create their own social networks online. “I think it’s a case of certain men taking certain risks on certain women,” says Bianchini, 36, “as opposed to, ‘Women are social, so let’s have them run social networks.’”

Similarly, Facebook’s Sandberg says that her mentors have been men. The first key man in her life, besides her ophthalmologist father, was
Larry Summers, who taught her economics her junior year at Harvard. “She wasn’t one of my students who raised her hand all the time, but when the midterm came, she got the best grade by some margin,” recalls Summers, who went on to be her thesis advisor. After working for Summers at the World Bank and later at Treasury, where he was Secretary, Sandberg was lured to Google by its new CEO, Eric Schmidt. She headed Google’s online sales and operations apparatus, building it from four people to 4,000, and also played a key role in shaping Google’s culture. “We had a speaker series at Google,” Sandberg says, “and someone made the point that it was almost all men. So Susan Wojcicki and Marissa Mayer and I said we should have a women speaker series.” They kicked it off with Gloria Steinem and Jane Fonda. Nor did Sandberg think twice about working for a guy 15 years her junior. Last December, at former Yahoo COO Dan Rosenzweig’s holiday party, she met Mark Zuckerberg, then 23, who is the founder and CEO of Facebook. While most guests chatted with Zuckerberg “about random things,” he recalls, he and Sandberg “talked about scaling issues at a company, and it was actually smart. It was substantive.” Sandberg soon hosted Zuckerberg to about a dozen dinners at her Atherton home—”about 50 hours,” he says. Two months after they first met, she left Google to be his No. 2.

Click here to see how the Valley’s next-gen leaders have formed their own social network. [illustration on next page]
Since they typically have wealthy spouses in tech or finance, these women can afford to do whatever they want—and with kids at home, they insist on it. “The attitude is, if I’m going to stay in the workforce, I’m going to get a lot of satisfaction,” says Trae Vassallo, a partner at Kleiner Perkins and a mother of two. The VC pool remains highly male (as old-line partnerships tend to be). But Kleiner, which employed just two women VCs, Flint and Aileen Lee, seven years ago, now has seven women among its 29 partners.

It’s probably not just a coincidence that many of these independent tech- and science-inclined women are daughters of doctors. That is true of VCs Lee and Vassallo and three of the four women in the photo that opens this story. (Bianchini is the exception.) Says Google’s Cassidy, whose parents are both doctors: “My father drummed into me that I should work for myself and control my own destiny.” Anne Wojcicki, 35, wasn’t raised by a doctor but wanted to be one: “There’s nothing more raw in life than when you’re sick.” After a first career as a hedge fund analyst, Wojcicki took the MCAT but then shifted gears again and teamed up with biotech veteran Linda Avey to start 23andMe, a personal genetics company. Their “spit parties,” where participants produce DNA specimens by spitting, have garnered headlines. (Rupert Murdoch and Barry Diller recently hosted one in New York City.) One day they hope the information they collect can help doctors, researchers, and consumers, who currently have no genetic database. “Larry used to yell at me,” she says, referring to Brin’s partner at Google. “He kept saying, ‘If you think there’s a problem, fix it.’ It was a good kick in the butt.”
Biotech veteran Linda Avey, left, co-founded genetic information company 23andMe with Anne Wojcicki.

Photograph by Robyn Twomey

Broadly speaking, this new generation doesn’t pretend to have it all figured out. They’re remarkably open about their anxieties, shortcomings, and struggles. Anne Wojcicki says she turned to Sandberg because she was clueless about how to use Google’s ad services. “I’m married to Sergey, and I don’t know how they work,” she admits. She ended up picking Sandberg’s brain about much larger questions. “I told Sheryl, ‘I don’t know how to grow the company,’ and she gave me advice.” Like? “She said, ‘Only start programs that will scale. For example, don’t give cakes to employees for their birthday, because that won’t work when you have 1,000 people in the company.’”

Another perennially hot topic? How to behave at work in an era where displays of female power are more scrutinized than ever (see Palin, Sarah). Google’s Marissa Mayer, who at 33 is the youngest woman ever to make Fortune’s Most Powerful list, tells a story about one of her underlings who pushed her idea hard at a meeting by telling the group how passionately she cared. “She went emotional,” says Mayer, who called her that evening as she drove home from work. “I told her, ‘If you were a guy, I probably would have waited until Monday morning to tell you. But you can’t behave that way.’”

Theresa Gouw Ranzetta, who until this summer was the only woman partner at Accel Partners, says that she’s been advised to behave more aggressively. “You can imagine Monday morning meetings,” she says of the partner gatherings at her VC firm. “Nine guys, all used to being in charge. I’m absolutely conscious about speaking up more frequently and interrupting people—even though we were taught not to interrupt. Damn it, I’ll repeat myself! I’ll say it louder! I’ll lean forward in my chair.” On the
flip side, Ranzetta, 40, also sits on the boards of eight startups plus the Corp. of Brown University, where she’s an alum. In those meetings, where her role is advisor instead of partner, she shows her feminine side—her real self, she says. “Having a more female style works there. You’re playing more to the male ego. Though that doesn’t mean that I won’t take the men on.” eBay North America boss Tilenius says she has softened her approach since her general counsel told her he thought of her as wearing a “gladiator suit” at work.

Leadership style is something that has surely been on Sandberg’s mind lately. As she’s made changes at Facebook, she’s been swiped in the blogosphere for wielding almighty power. At a company Q&A session recently, Zuckerberg says, an employee raised his hand and said, “I hear that Sheryl Sandberg is responsible for melting the polar icecaps.” “That stuff is far out,” he says, adding that he supports her completely. Facebook director Breyer, who is also on the board of Wal-Mart WMT 0.30%, has told Sandberg that he’s seen such flak before and advised her to “keep your head down and do as many of the right things as possible.” He says, “She has incredibly tough skin.” Not to mention a network of 1,114 friends.

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Note: Sheryl K. Sandberg made reference to a pre-press version of this puffery article in a Feb. 16, 2011 email to Hillary Clinton that the U.S. State Department has stonewalled. The article was dated Sep. 25, 2008, three weeks before it was actually published. Sandberg wrote to Hillary and Mills: “We allowed this [reference to a “completely off-the-record …dinner series I run at my home – the Women of Silicon Valley”] to be included in http://money.cnn.com/2008/09/25/news/newsmakers/sellers_valleygirls.fortune/index.htm?postversion=20081). (“Sandberg soon hosted Zuckerberg to about a dozen dinners at her Atherton home—‘about 50 hours,’ he says. Two months after they first met, she left Google to be his No. 2.”