

Bypass the Glass Ceiling: Texas Women Disrupt Traditional Male-Dominated Business Models

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ABSTRACT

The proverbial “glass ceiling” historically prevented women from reaching the top strata of American business, but many Texas women carved their own futures by avoiding the traditional path to the board room. This paper uses business journals, census information, Texas history books, and interviews to reach such a conclusion. The result is a historical study with an anthropological twist. By 2018 Texas women had established such a vital niche through their own entrepreneurial activities that the state tied for second in the nation as a best place for women-owned firms. The process by which women gained equality in a state that identified with cowboys, oil wildcatters, roughnecks, and Texas Rangers proved snail-paced primarily because men with cultural vestiges of a warrior ethos dominated the women in their lives. These Scots-Irish men who originated from the Colonial Backcountry/Borderlands folk of the South migrated to Texas beginning in 1822. Their male superiority, combined with features of a warrior culture, accentuated distinctions between masculine and feminine roles. While men fought wars, women sustained their families and communities. By the early 1970s, women entered the workforce in great numbers as the 1950s Cult of Domesticity abated with the rise of the Feminist Movement. Addressed are methods various women took throughout all eras from the Texas Revolution ending in 1836 to the Post-Feminist present. Gender constructs and social mores that placed “girdles” on and metaphorically around their bodies and their dreams are finally discarded. By the twenty first century many Texas women are disrupting the male confrontational business environment by circumventing the “glass ceiling.” Governments that facilitate “doing business” without gender restrictions allow women more opportunities, permitting them the choices that men have exercised through much of humankind’s story.

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INTRODUCTION

Texas, at the start of 2019, ranked number one for female business start-ups and the state represents a great place for women to do business by skirting the traditional paths to the boardroom.¹ Between 2007 and 2018, Texas tied for the number two position where female-owned firms increased their economic clout, and by 2018 San Antonio, Austin, and Dallas were cities where women businesses flourished.² Texas also ranked number one in Gross Domestic Product for the second quarter of 2018.³ Three basic reasons explain why Texas women are presently in businesses formed and directed by women, and those reasons include a need to circumvent male-dominated work environments, an atypical skirting of the traditional Feminist Movement, and a state business environment that easily facilitated the formation of companies. Women bypassed the Glass Ceiling as they carved out business niches to suit their specific needs over an expanse of time in a state that can be described as distinctly masculine because cotton, cattle, and oil formed the original foundation of the state's economy.

While most of the history of working women has addressed the issues of balancing family life within the context of the business world, a less discussed reason that women faced when attempting to exploit their talents in Texas spotlights a Texas-styled second wave of feminism that flourished differently than traditionally examined case studies of those generated by Betty Friedan's seminal post-WWII Feminist Movement. Friedan's ideas originally centered around college educated peers that expressed boredom with their lives in traditional marriages. Texas women had little time to contemplate such situations. The characteristics and roots of the Texas-styled movement resulted from a Southern culture that emphasized exaggerated feminine nurturing patterns and an extraordinarily embedded cultural worldview that promoted male dominance resulting from a warrior ethic that amplified perceptions by men that women possessed little if any, business acumen. Coupling that underlying attitude with a male-driven economy based on cotton,

¹ Caroline Sutton, "Texas ranked No. 1 State for Women Entrepreneurs," Central Texas News Now, 25 ABC News, assessed January 11, 2019. <http://www.kxxv.com/story/39759721/texas-ranked-no1-state-for-women-entrepreneurs>; Glenn Hegar, "Texas Ranks High Nationally for Women-Owned Businesses," accessed December 7, 2018. <https://comptroller.texas.gov/about/media-center/news/2017/170508-fiscal-notes.php>

² "The 2018 State of Women-Owned Businesses Report," accessed September 20, 2018. https://about.americanexpress.com/files/doc_library/file/2018-state-of-women-owned-businesses-report.pdf.

³ GDP by State, U.S. Bureau of Economic Analysis (BEA). Accessed January 20, 2019. <https://www.bea.gov/data/gdp/gdp-state>

cattle, and oil, the bloody history of Texas produced euphoric feelings of overall superiority by men that permeated work-place attitudes for many years. However, the state encouraged the growth of corporations giving women an open door to success because the state is the number one place to do business in the United States and has held that position for the last fourteen years.⁴

Texas-style feminism began in earnest after the Korean War that ended in 1953, ramped up in the 1960s, and culminated in many victories by the turn of the century and beyond. Women of the state have now bypassed tradition and are in many instances foregoing the process known as Cracking the Glass Ceiling. As a long-term soft coup, the movement spanned a couple of centuries as a Southern-styled upbringing had taught, trained, and expected young women to speak softly, tread lightly, be overly courteous, and deliver multi-babies while supporting their husbands' dreams of success instead of their own. Such demure women were reticent to verbalize their frustrations unless among themselves, or even to ponder picketing or protesting in the land of cotton, cattle, and oil. As Texas Ranger Daniel Roberts stated, "I was reared and almost rocked in the cradle of war in Texas."⁵ Texas was forged by strong men with a propensity for war. When war proved imminent, rough men stood ready to fight. Women held the home front as necessary, whether on the frontier during the Texas Revolution or the many subsequent wars and conflicts around the world. Men cut a wide path and made their way confrontationally while exercising force over reason in the treatment of women whose frontier lives were intertwined with sewing bonnets, tending babies, and baking biscuits.

The journey leading to today's results proved arduous and spanned a couple of centuries. This paper commences with current data on working women in Texas, concentrates on the origin of the spread of the Southern/Backcountry warrior ethos via examples of women who faced severe adversities and closes with a twenty-first-century Texas woman who forms her own business and creates her path for herself and others like her. Indeed, women all over the United States faced work-place adversities; however, Texas, in many ways, remained war-centric for many years. Women remained unfulfilled while men retained domineering attitudes toward them that prevented what should have resulted in their natural progression toward lives well-lived. From the perils of

⁴ Dale Buss, "Best and Worst States for Business in 2018," Chief Executive, accessed August 8, 2019, <https://executive.net/be-worst-state-business-2018/>.

⁵ *Handbook of Texas Online*, Thomas W. Cutrer, "Roberts, Daniel Webster," accessed January 6, 2019, <http://www.tshaonline.org/handbook/online/articles/fro11>.

widowhood of the 1800s to the age of feminism and beyond, a best alternative for women who desired more control over their lives and their financial destiny was that of starting one's own company; thereby, avoiding the pitfalls women faced when attempting to break the modern proverbial glass ceiling in a state that remained for years in a male-driven orbit.

The process by which women gained equality in a state that identified with cowboys, oil wildcatters, roughnecks, and Texas Rangers proved tedious and difficult. Scots-Irish men who originated from the South migrated to Texas beginning after impresario Stephen F. Austin orchestrated a land grant arrangement with the Mexican government in the 1820s.⁶ Until the Cultural Revolution of the 1960s, many Texas men dressed in Western cut suits with cowboy hats on their heads when the Seven Sisters oil companies dominated the economic foundation of the state.⁷ An evolving economic base and various educational opportunities proved consequential for women, as they meandered an antiquated male-controlled business system in search of optimum ways to maximize their talents and realize their dreams. Women in the state by the 1960s Feminist Movement realized their lives still revolved around gender constructs and social mores that placed “girdles” on and metaphorically around their bodies and their dreams. Momentous changes over a great expanse of time have created an environment that presently ranks the state as one of the most opportune settings for a woman to start her own business and fulfill her economic goals, as well as her aesthetic dreams. Women realized over time that education represented a key essential element needed to undercut the dominance of men who, through centuries, had subjugated them as mere sex objects and laborers. Not until the early 1970s did large numbers of women enter the workforce with teased hair, red lipstick, high heels, and the ubiquitous navy-blue power suits.⁸ They shoved aside the 1950s Cult of Domesticity for a chance to enhance their lives. However, human resource departments, generally headed by men, led the women into clerical/secretarial jobs that required a specific typing speed with skills such as dictation, bookkeeping, and coffee making. Having a certificate from one of the numerous business schools that populated large cities

⁶ *Handbook of Texas Online*, Christopher Long, "Old Three Hundred," accessed January 2, 2019, <http://www.tshaonline.org/handbook/online/articles/umo01>.

⁷ American Foreign Relations, "Oil: The Seven Sisters," Accessed January 14, 2019. <https://www.americanforeignrelations.com/O-W/Oil-The-seven-sisters.html#ixzz5ccH78OHZ>; Mira Wilkins, *The Journal of Economic History* 36, no. 3 (1976): 789-90. <http://www.jstor.org/stable/2118895>.

⁸ Dhara Shah, "The Evolution of Women in the Workforce (1865-2015), accessed January 2, 2019. workingwomen.web.unc.edu/2015/03/31/1954-1980-women-in-workforce.

proved necessary. Those with degrees mostly taught school or became nurses. The position of stewardess commenced in Texas by the 1950s as businessmen operated a couple of state-based airlines. Women could become lawyers or doctors; however, working in those professions proved extraordinarily difficult. Women were questioned as to their marital status, their intentions to have children if married, along with numerous personal questions that shook their sensibilities. Thirty to forty years passed before Texas women found other avenues to achieve their dreams. Some manage offices; others reach the level of managerial staff, a few become vice presidents, but many become necessity entrepreneurs, flexibility entrepreneurs, and opportunity entrepreneurs; and all represent the methods Texas women find useful to make money by circumventing the barriers and hurdles necessary to reach the corporate penthouse.⁹

During 2018 the state boasted that the cities of San Antonio, Austin, and Dallas, where women-run businesses greatly prevail, women businesses increased their revenues and their number of employees.¹⁰ While breaking the metaphorical glass ceiling has increased the number of women in the board rooms in America; those percentages only range from five to twelve, depending on the varied definitions of “top executives,” and in 2018 represented 4.82%.¹¹ Forty-eight of the Fortune 500 U.S. companies reside in Texas where males dominate as these companies are oil or energy related.¹² The foundation for changes that will ensure economic power for women suggests necessities such as stable governments and sound education systems. A woman must exercise a strong work ethic and hopefully have access to a robust women-to-women and men-to-women mentorship scheme. Also necessary are societies and economic structures no longer steeped in the cultural practices where primogeniture represents the mainstay of inheritance. Women who inherit estates fare better than those legally barred from ownership of property. Access to capital will forever remain crucial, and as well, low taxes and ease of incorporation. Texas presently provides those elements and women routinely take advantage of such positives.

⁹ "The 2018 State of Women-Owned Businesses Report," accessed September 20, 2018. https://about.americanexpress.com/files/dc_library/file/2018.

¹⁰ "The 2018 State of Women-Owned Businesses Report."

¹¹ Drew Desilver "Few Women Executives at Top US Companies despite Modest Gains This Decade." Pew Research Center. September 26, 2018. accessed October 24, 2018. <http://www.pewresearch.org/fact-tank/2018/09/26/few-women-lead-large-u-s-companies-despite-modest-gains-over-past-decade/>.

¹² "U.S. Fortune 500 Companies 2018, by State| Statistic," Statista, accessed October 31, 2018. <https://www.statista.com/statistics/303696/us-fortune-500-companies-by-state/>.

In the United States, forty percent of businesses are presently female-owned.¹³ Three types of entrepreneurial enterprises include those where women must work for survival and necessity, those where women demand flexible schedules for family reasons, and those who have professional degrees and desire an autonomous practice. The necessity entrepreneur represents women who have sought quality employment without success and, out of necessity, start their own companies that provide services such as hair or nail salons.¹⁴ The flexibility entrepreneur tends to start businesses that may include child care or other health care and social assistance entities.¹⁵ These women require flexible working hours that larger companies may not offer. They tend to have small children and/or elder parents that need care. Plus, many want control over when their work hours. Opportunity entrepreneurs include “lawyers, bookkeepers, architects, public relations firms and consultants.”¹⁶ Approximately one-half of female-owned businesses are focused on these efforts. More profits are realized by the other half of women-owned entities that include the following: “utilities, other services, construction, accommodations and food services, and administrative, support and waste management services.”¹⁷

Crucial to the argument that men dominate while women work necessitates definitions of the warrior ethos that continued well into modern Texas. The warrior ethos that traveled with the Backcountry folk to America manifested itself in an exceedingly raw means that included dueling, blood sports, revengeful acts, cockfights, brutality in war, eye-gouging fights, and forced bride-napping. Such visceral actions taken by men placed women solely in the orbit of warriors. These men remained fiercely stubborn and prideful. In the formation of the South and later in Texas men meted out their own ideas of justice in the form of *Lex Talionis*, the notion of retaliation, or an “eye for an eye.”¹⁸ Backcountry borderlands represented an area described as “dark and bloody ground” and not unlike the British borderlands of their homeland.¹⁹ Where survival became paramount, a warrior ethic remained constant and the work ethic for men weakened. Societies that lived in

¹³ "The 2018 State of Women-Owned Businesses Report," accessed September 20, 2018.

https://about.americanexpress.com/files/dc_library/file/2018

¹⁴ "The 2018 State of Women-Owned Businesses Report."

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ David Hackett Fischer, *Albion's Seed: Four British Folkways in America*, (New York: Oxford University Press, 1989), 765.

¹⁹ Fischer, *Albion's Seed*, 639.

perpetual jeopardy during dangerous times and in rough environs exercised force above logic and this mindset carried over to gender roles that continued long after mortal threats ceased because of the establishment of law and order. Constant fighting devitalizes the work ethic for men and places the burden of survival on women. Few countervailing forces existed in early Texas. Exactly how a people survive depends on a comprehensible cultural self-perception that includes a strong loyalty to their deepest held values and what is the breaking point that makes those values worth dying for at that time. Warriors kill to maintain “ways of life.”²⁰ While the nature of war has evolved, the killing and dying have not; therefore, warriors must feel and act like warriors. Tough men with strong ties to the backcountry and the new land in Texas defended it with savagery and vigor from any outside threat.²¹ Men tied their honor to their virility and such ideas translated to the treatment of their women. Women lived beyond the pale fighting a zero-sum game in a Hobbesian world where civilization remained a distant goal and their dreams remained locked in their minds. Wars put women in great jeopardy and place on them the role of the keepers of the important “ways of life.”

Texans under warrior Sam Houston won their freedom through insurrection and revolution against Mexico in 1836.²² The new country remained a republic until annexed by the United States in 1845 and the state identified itself in many ways as an empire. Unique to the Lone Star State’s history, Texans fought in all theaters of the Civil War; they did so in larger numbers than either the South or the North.²³ They held strong attachments to the land, and their culture remained Southern and their institutions reflected in 1861 a plantation economy coupled with a robust code of duty and honor.²⁴ Colonel Theodore Roosevelt of the famous Rough Riders Calvary came to the state on May 15, 1898, and recruited 1,200 men who led the first battles in the Spanish-American War.²⁵ They were highly trained men who were excellent marksmen and horse riders.²⁶ Living with

²⁰ U.S. Naval Academy, Shannon E. French, “The Warrior’s Code,” 2001. Accessed October 31, 2018, <http://www.au.af.mil/awc/awegatge/jscope/french.htm>.

²¹ Fischer, *Albion’s Seed*, 639.

²² Harold Underwood Faulkner and Dwight W. Morrow, *American Economic History*, 5th ed. (New York: Harper & Brothers, 1943), 217.

²³ Charles David Grear, *Why Texans Fought in the Civil War*, 1st ed. (College Station: Texas A & M University Press, 2010), 6.

²⁴ *Ibid.*, 6, 7.

²⁵ Theodore Roosevelt, (1899) 2018. *The Rough Riders*, New York: C. Scribner’s. Republication, Mineola, New York: Dover Publications. 12-15. Citations refer to the Dover edition.

²⁶ *Ibid.*

fatigue or in wild environs represented no adversity for these hardened men, many of whom were Texas Rangers.²⁷ Texas males have in the past been some of the first to fight and have done so in greater numbers on a ratio basis than many other states, especially in World War Two.²⁸ Texas represented a great place for the war efforts of the United States with numerous military installations from training stations to the home of Johnson Space Center in Houston.

As many as 30,000 Americans followed Stephen F. Austin's lead into the state for fifteen years from 1821. By 1834, however, one land speculator appeared so pleased with his decision to settle in Texas that he stated that, "Texas is the easiest country in the world for the farmer to live in; stock of no kind is ever fed and never poor."²⁹ However, poverty abounded. Austin's first cousin Mary Austin Holley found shocking that a raggedly dressed waif of a girl stood as a living scarecrow in a garden.³⁰ She surmised rightly, "Truly the people of Texas earn all they get."³¹ A need for a law and order system proved paramount because of the high crime rates in the state. The state originated the Texas Rangers, along with local and other state law enforcement officers. Texas frontier women in the late 1800s suffered greatly at the hands of husbands whom Luvenia Roberts stated, "They had just what a man furnished them."³² As the wife of a Texas Ranger, Roberts and her husband Daniel traveled often and needed overnight respite. At the home of a traveling preacher, she noted a lack of provisions and food. The wife relayed to her guest, "We might get along better if 'he' would stay home and work."³³ The preacher arrived home, noting he had heard about people having hard times, but only saw it when he was home. The wife had prepared the best meal she could for her overnight guests. Roberts expressed that she wanted to strangle the preacher for those words. She wanted to say, but did not "You lazy, trifling thing; running around, eating hot biscuit and fried chicken, and your family starving."³⁴ Roberts herself had survived six

²⁷ Theodore Roosevelt, *The Rough Riders*, 12-15.

²⁸ Robert A. Calvert, Arnaldo De León, and Gregg Cantrell, *The History of Texas*, 3rd ed. (Wheeling, Illinois: Harlan Davidson, 2002), 351.

²⁹ John R. Commons et al, eds., *A Documentary History of American Industrial Society* (Cleveland, Ohio: Arthur H. Clark Co., 1910) 252, 253.

³⁰ Mary Austin Holley, *Mary Austin Holley: The Texas Diary, 1835-36* (Austin: University of Texas Press, 1965), 67.

³¹ *Ibid*, 59.

³² Jo Ella Powell Exley, ed., 1st ed. *Texas Tears and Texas Sunshine: Voices of Frontier Women* (College Station: Texas A & M University, 1985), 205.

³³ Powell Exley, *Texas Tears and Texas Sunshine*, 205.

³⁴ *Ibid*.

years of brutal frontier life with the constant threat of Indian attacks. She lamented that educated women could teach school, or they could “go to the kitchen.”³⁵ She lived to see women obtain the vote and expressed, “What a great and glorious change time has wrought!”³⁶ The struggle to gain the right to vote provided the confidence women needed to feel and believe they were finally equal to men. In 1918 Texas Governor Hobby requested a vote by the electorate on a constitutional amendment enfranchising women; however, the men voted no. Later Texas was the first in the South to approve the Nineteenth Amendment allowing women the right to vote.³⁷

Women in Texas during its formative years laid a lengthy and impressive predicate for those to come. While in the modern sense, they were not fashioned as entrepreneurs, in every sense however, they did business. Truly they could be labeled necessity entrepreneurs. With her portly Chihuahua by her side, Madam Candelaria greeted guests at her hotel in San Antonio in the 1800s.³⁸ Sam Houston, Jim Bowie, and other Texians frequented her place of business. She had a reputation as a nurse and supported the Texians in rebellion against Mexico, and later ran a Fandango. Samuel Augustus Maverick of South Carolina went to Texas in 1835, where he joined the Texas Volunteer Army.³⁹ On a trip to Alabama, he picked up a dropped handkerchief of the lovely Mary Ann Adams. They married after four months of courtship and he moved her to the dangerous city of San Antonio. She was eighteen and he was thirty-three years of age as was the custom of many Texas marriages during those times. She had her children, rode horses carrying her gun and Bowie knife, and managed the affairs of her family after her husband’s death. She contributed to the development of the Alamo as a memorial, helped build a local church, and was known as a great administrator.⁴⁰

Southerners were crushed in the American Civil War by the overwhelming forces of President Lincoln’s Union Army, as “the right side won for the right reasons.”⁴¹ Women survived

³⁵ Ibid.

³⁶ Ibid.

³⁷ Robert A. Calvert, Arnaldo De León, and Gregg Cantrell, *The History of Texas*, 3rd ed. (Wheeling, Illinois: Harlan Davidson, 2002), 395.

³⁸ Gene Fowler, *Mavericks: A Gallery of Texas Characters*, (Austin: University of Texas Press, 2008), 35, 36.

³⁹ Powell Exley, *Texas Tears and Texas Sunshine*, 90.

⁴⁰ Powell Exley, *Texas Tears and Texas Sunshine*, 91-95.

⁴¹ Archie P. McDonald, “Music in the Civil War,” Guest at author’s American history class, Stephen F. Austin State University, Nacogdoches, Tx. circa 2012.

in what many called the War of Northern Aggression after their homes and lives were destroyed by another consummate warrior, William Tecumseh Sherman, on his march to the sea. Destruction and disruption of Southern society as directed by President Lincoln and Ulysses S. Grant in a joint decision to force the concept of total warfare placed women in dangerous and perilous situations. While Texas escaped the brunt of the Union Army, women shared their homes with those from Arkansas and Louisiana, and the city of Galveston filled with those fleeing the war. Women paid high taxes, taught school, and Texans fought bandits in the Hill Country as crimes rose in Houston. Women produced and sold crops, managed businesses, and ran ranches. Pork and cornbread sustained many, but malnutrition resulted in severe diarrhea, pink eye to the point of temporary blindness, and whooping cough among the children.⁴²

Women in the state whether innately or by necessity were and are tough, tenacious, and as untamed as the Spanish Longhorns that wandered into the state from Mexico long ago. Yet they remained submissive for generations. Chivalry died slowly in Texas, where men have used force over logic as women once dropped their lace hankies hoping to snare a man who not only struck their fancy but could provide and protect them. Amelia Edith Huddleson Barr came to an untamed Texas with her husband not suspecting how her life would unfold.⁴³ The couple could have easily chosen to stay in New York, but he chose to move to a dangerous place. She would lose two children in infancy during the Civil War. Born in England in 1831, after her father's death, she went to Downham Market to take her "place among the workers of the world."⁴⁴ Later as a boarding school teacher, she met the wealthy Robert Barr, whom she married in 1850. He was swindled by a friend, ending up poor. She lamented that husbands should confide in their wives. They left Scotland for America and ended up in both Austin and Galveston, Texas beginning in 1856. Ten years in Austin sustained the young couple as she savored the smell of the China trees while watching couples in frontier fashion stroll along the wide highway. On June 24, 1865, in Austin, the local sheriff read the Emancipation Proclamation to the public. Many newly freed Negroes expressed shock that trumpets were not heard, nor cannons fired at such fantastic news.

⁴² Texas General Land Office, "Hardship on the Home Front---Texas Women during the Civil War," accessed November 2, 2018. <https://medium.com/save-texas-history/hardship-on-the-home-front-texas-women-duringt>. This information was from the Rufus Brooks Mann Civil War Letters donated by Ray and Doris Moore in 2008 and are in the GLO Archives.

⁴³ Powell Exley, *Texas Tears and Texas Sunshine*, 155-175.

⁴⁴ *Ibid.*

Barr offered her former slave a salary to stay, but Harriet left with her young daughter choosing to exercise her new-found freedom by seeking more money elsewhere. Until the Union Army arrived during Reconstruction, it was noted in Austin that only the women worked. “Men loafed on the streets, or made little camps in the corn fields, for the young ears were ripe and milky and good to eat.” The Barr family suffered in Reconstruction, as her husband needed work. After receiving an offer from a cotton company in Galveston, the family moved in hopes of a better life. Instead, Yellow Fever consumed the island. Barr inhaled the salty Gulf of Mexico waters that in no way could wash away the misery of an island shrouded in death. Her husband succumbed with some of her children; however, three daughters survived. Texas held no future for the saddened widow, so she moved her family to New York in the fall of 1868. With her heretofore untapped natural talent for writing, she sold an article about Texas. She wrote hundreds of works, including about eighty novels, and then she penned her most famous book, *All the Days of My Life*.⁴⁵ Barr represented in those past times a necessity entrepreneur and an opportunity entrepreneur. She had first doubted her own talent, perhaps due to low self-esteem from the perception by males that women had few talents outside of housekeeping. She kept writing until her death in 1919.

Most women after the Civil War found it impossible to use their talents. The aftermath of crises fertilized the growing hope that women would be treated more equally; however, realization of those hopes proved more elusive. The Franklins and the Drivers left Alabama after the Civil War for new land and a new start.⁴⁶ Both male patriarchs had served in the Confederacy.⁴⁷ The families ended up in various cities in East Texas, including Nacogdoches, Cherino, Camp Ruby, Camp Nancy, and Zavalla, where women descendants faced harsh lives in lumber camps. Mary Carlotta Driver Franklin ran a boarding house at Nancy, Texas to support her family when her husband perished 1916.⁴⁸ Her son perished in the worldwide Flu Pandemic at the exact time he

⁴⁵ Ibid., 175.

⁴⁶ Gravestone of Ichabod David Driver, Jr., Aug. 2, 1817- Nov. 27, 1910, Saint's Rest Cemetery, Nacogdoches, Texas; Gravestone of Joseph Columbus Franklin, Confederate States of America, Oct. 2, 1887, Homer Cemetery, Angelina County, Texas; Carolyn Pearson Genealogy, Roots Web's WorldConnect Project: Kathy's Kin, Joseph Columbus Franklin, accessed May 30, 2009. <http://www.wc.rootsweb.ancestry.com/cgi-bin/igm.cgi?op=GET&db=gonefishin&id=1000389>, Lufkin Genealogical and Historical Society, *History of Angelina County, Texas 1846-1991* (Dallas, Texas: Curtis Media Corp., 1992), 262-263; Patricia B. Hensley and Joseph W. Hensley, eds. *Trinity County Beginnings*, vol. 1 (Dallas: Curtis Media Corp, 1986), 357-359.

⁴⁷ Ibid.

⁴⁸ Janiece Chambers Marshall, Interview by author, November 5-6, 2018.

was drafted for World War One. Her daughter Mary Alabama Franklin born in 1908, lost her father when she was eight years of age. As a teen she married lumber camp medical doctor Charles Alexander Chamber's son Robert E. Chambers whose namesake was General Robert E. Lee of the Confederacy. The son worked as a forest ranger and was highly thought of in the community and loved by his family.⁴⁹ Nevertheless, he strongly directed all the activities of his wife and children. He had wooed her with a special ruby ring. Mary Alabama "Bama" Franklin Chambers, a hazel-eyed raven-haired beauty ran a store in Zavalla during World War Two that her husband had purchased and remodeled. Earlier in the Great Depression, she ran the first telephone company switchboard in the small town. Her husband traveled throughout East Texas and the South scouting for proper trees to build military barracks during World War Two, along with his monitoring of German Prisoner of War camps in East Texas. She had dreams of being an artist and expressed that she did not understand why "a woman could not get what a man could get."⁵⁰ While a widow in her seventies she took art lessons at Angelina Junior College and left her art creations to her family on her death in 1998. She had wanted more than the eighth-grade education that was the norm in Texas at the time. Throughout most of her life she rose before dawn, "put on her face with powder, rouge and lipstick," and prepared three meals each day, picked vegetables, churned butter, shelled peas and beans, shucked bushels of corn, made jams and jellies, fed the poor, cared for eight grandchildren over time in the summers, set "china and crystal stemware" tables in their formal dining room, attended church each time the door was opened, took the census in her area; and yet she could not buy a new dress or a pair of high heels without her husband's visual approval. Moreover, she was only allowed money for one stamp each week to write to one of her three grown children. Into the 1950s, her husband monitored the gas mileage on the family vehicle daily after he arrived home in his work truck. She only had permission to drive to a small store on the highway to pick up the mail. However, Chambers found herself in situations where decision-making proved necessary and she exercised discretion when taking the census in Angelina County when she faced folks who had no birth certificates. She inquired as to the birthdays of a farmer's three boys. The father looked somewhat puzzled, so she asked what the weather was like when the boys were born. He relayed that one was born when it was hot, one was born when it was hot, hot, and the last one

⁴⁹ Gravestone of Chas. (Charles) A. Chambers, M.D., 1854-1926, Chambers Cemetery, Angelina County, Texas.

⁵⁰ Janiece Chambers Marshall, Interview.

came when it was hot, hot, hot. So, she assigned the boys' birthdays respectively for June, July, and August each around the middle of the month, while figuring from their heights that they were about two years apart. Chambers, a true woman of substance, could make decisions; however, like so many widows of her time, she outlived her funds while surviving twenty-six years after her husband passed.⁵¹

Moreover, widowhood continued as one of a woman's greatest challenges in the 1900s because many of them depended on their husbands for financial sustenance as farming usually left little opportunity for any type of independence. Ninnie L. Baird lost her husband but had to feed eight children.⁵² Baking bread in her kitchen seemed the natural avenue for her to take care of her family. In 1908 one son assisted her in constructing a small bakery behind her home, each loaf of bread coming from a wood fired stove while three of her children road their bicycles delivering fresh bread to local customers.⁵³ As a flexibility and necessity entrepreneur, it was never her intent to build a large business, but the outcome through her descendants culminated in a large Fort Worth bakery now computer driven.⁵⁴ She had started a baking empire by hard work and great determination to sustain her children regardless of her personal circumstances. Many Texas widows faced hardships that forced the martialing of untapped talents.

The discovery of oil at Spindletop in Beaumont the 1920s perpetuated the male dominance as the recovery of oil from the Texas landscape, both East and West Texas, represented in every way a male-driven, high testosterone endeavor as exemplified by landmen, roughnecks, and hard-drinking, fist-fighting Wildcatters. Women lived in trailers and make-do shacks in the deserts of West Texas. Brothels and gambling places dotted the streets of Beaumont and Port Arthur. Ready-to-wear clothing proved difficult to find in the state. In 1907 a young Jewish family opened a store in Dallas that would eventually satisfy the wants of newly minted oil millionaires. Carrie Marcus had graduated from high school in 1902, working to become the top salesperson for A. Harris and Company.⁵⁵ Carrie Marcus married Abraham Lincoln Neiman in 1905 and with twenty-five

⁵¹ Janiece Chambers Marshall, Interview.

⁵² Darwin Payne, *Texas Chronicles: The Heritage and Enterprise of the Lone Star State*, (Encino, California: Jostens Publishing Group, 1994), 88-89.

⁵³ Ibid.

⁵⁴ Ibid.

⁵⁵ Hollace Ava Weiner, "Carrie Marcus Neiman," Jewish Women's Archive, accessed October 29, 2015. <http://jwa.org/encyclopedia/article/neiman-carrie-marcus>.

thousand dollars, they opened the iconic Neiman Marcus specialty store. Her husband's infidelities drove her to divorce in 1928.⁵⁶ Her brother purchased her former husband's interest.⁵⁷ Outfitted in her little black dress, she latched her pearls around her neck and went to work showing wealthy women how to dress. She became head of the company in January 1951; however, it was only after the death of her brother.⁵⁸ Sales reached twenty-one million dollars that year.⁵⁹ Wives of wildcatters, some of whom had once lived in oil shacks and suffered through desert sand storms while their husbands struck oil in West Texas frequented the store for designer dresses and fur coats. Carrie Marcus delivered sophistication and civilization to newly rich Texans and proved that she could successfully direct a large company.

During the Great Depression, Texas women suffered through the times by sewing clothing from flour sacks and washing clothes in drought plagued ponds and rivers where water levels had fallen greatly. Parts of East Texas received no rain for three years.⁶⁰ Many women struggled as New Deal projects attempted to ameliorate the pain of the depression. However, two sisters from Dallas, Elsie Frankfurt and Edna Ravkind formed Page Boy Maternity clothing by raising five hundred dollars to launch their innovative company.⁶¹ Edna was pregnant at the time and her sister who had graduated from Southern Methodist University after studying mathematics and design, created an outfit for her; they later obtained a patent for the design.⁶² The company extended from coast to coast.⁶³ An extraordinary woman, Frankfurt, before her marriage to industrialist Franklin Pollock, traveled to Tunisia with several businessmen as emissaries for the Small Business Administration and served on President Ronald Reagan's National Advisory Council on Continuing Education in 1982.⁶⁴ As necessity and opportunity entrepreneurs, both she and her sister served the needs of women in a trying time.

⁵⁶ Hollace Ava Weiner, "Carrie Marcus Neiman."

⁵⁷ Hollace Ava Weiner, "Carrie Marcus Neiman."

⁵⁸ Ibid.

⁵⁹ Ibid.

⁶⁰ Willie Atkinson Thorp, "W.P.A. in Chireno," in *Memories of Chireno*, Chireno Historical Society (n.p.: Kline Printing, 1994), 86.

⁶¹ Elsie Frankfurt Pollock, Obituary, *Los Angeles Times*, January 8-9, 2011. accessed October 29th, 2015. <http://www.legacy.com/obituaries/latimes/obituary.aspx?pid=147663147>.

⁶² Ibid.

⁶³ Ibid.

⁶⁴ Pollack, Elsie Frankfurt, Obituary, *Los Angeles Times*

In the World War Two years of the 1940s women repaired warships as welders in Beaumont-Port Arthur-Orange. Frightened about Hitler's vicious war, Houstonian Peg Gordon worked as a Rosie the Riveter at the National Instrument Corporation handling parts and inventory for this company that provided binoculars to the Navy.⁶⁵ By the Post-World War Two era, men took their warrior ethic back to work and the board room while women returned home living in what was praised as the Cult of Domesticity. However, Gordon continued to work but in a clerical position at Black Brothers Furniture Company. Most women working in the 1950s found themselves directed and corralled by male personnel managers toward clerical, secretarial, and Girl Friday positions. These positions were generally low-paying without benefits and talent-limiting.

Another conflict, The Korean War of the 1950s took men across the globe to fight Communism; therefore, many women returned to work, and some enjoyed the paycheck and made decisions whereby the "mama-at-home" role no longer sustained their dreams. At this juncture, a young determined Texas lady Sue Birdwell-Alves who worked in a trucking company in San Francisco during the conflict while her husband served in the war.⁶⁶ She later made a decision that changed her life and set an example for women forging their futures in the 1980s and beyond. Sue Birdwell Alves represented a prime example of a self-starting opportunity entrepreneur who broke the chains of domesticity. Her journey included a male mentor and more education. She pinned her butterfly broach onto the left side of her yellow suit as she prepared to take on the male-dominated oil business. Her 1951 degree in home economics from Southwestern University in Georgetown, Texas, provided her with some management skills, but no recognition that she had qualifications that would result in a corporate position. She forged herself into a forward-thinking Texas businesswoman of substance, character, and determination during a time when she felt that the women's liberation movement thwarted her efforts and many oil men articulated a sclerotic Antebellum agenda that prevented the advancement of women in the work-place. Landmen in the oil business conducted the business side of the oil, gas, and mineral exploration industry and they negotiated and drafted contracts and leases. By 1974, she divorced her controlling oilman husband whose credentials included a degree from Texas A & M as a member of the corps and service in

⁶⁵ Pamela Marshall, "A Real Rosie the Riveter," *Daughters of the American Revolution*, accessed January 11, 2019. txdar.org/a-real-rosie-the-riveter.

⁶⁶ Sue Birdwell-Alves, Interview by author, July 5, 2007.

the Korean War. She struck out on her own, reared her two children, and by the of forty five she could claim the title of the first independent female landman. She disrupted the traditionally male-driven oil business through her persistence, but as she believed, mostly through her powerful work ethic. She suggested several avenues for success and these included education, continuing education, male mentors where possible; and she at the end of her life, stated that women simply must work harder, smarter, and longer hours to obtain what she had accomplished. Birdwell Alves laid a foundation worthy of duplication. While true that she came from a well-educated family of means, she drove herself fearlessly forward and represented a positive disrupter of the status quo, shaking off the usual business paradigm dictated by men. Notwithstanding changes in-laws, she broke the barriers necessary to join traditionally all-male clubs.⁶⁷

Women of Texas have the same true grit and strong wills of the frontier ladies who preceded them. Texas' foundation was shaped by those women that had married ranchers, lived in shanty oil camps, endured wars, picked cotton, grew peanuts, made clothes from flour sacks, and somehow managed their survival during widowhood. Another post-Korean War woman, Irene Wisher of San Antonio, stepped out into the Texas sun from the secretarial desk to the oil field in the 1950s.⁶⁸ She owned and operated Pinto Well Servicing Company by 1973 through low-key hard work. She noted that women of the time could never rise above a mid-management job in a large oil company. Later she would have her oil rigs painted pink when men believed it was “bad mojo” for a female to step into the oilfield. But they eventually decided to paint their own oil tools pink. She believed that women could be feminine, wear dresses and pearls to the oil field, and be successful too. She believed that men in the oil and gas industries had firm opinions and attitudes that women were not welcome at the tops of their male-driven businesses.

During the incipient stages of the jet age during the 1950s, Earl McKaughn, the owner of Trans-Texas Airlines, made a conscious decision to hire young women as stewardesses who had not to be trained as nurses.⁶⁹ His airline structure, format, and all business forms duplicated military procedures. He had trained the Women Airforce Service Pilots during World War Two. Because

⁶⁷ Cynthia Devlin, “Twice Through the Glass Ceiling: Sue Birdwell-Alves,” *East Texas Historical Journal*, XLIX, No. 2 (Fall 2011), 24 – 40; Sue Birdwell-Alves, Interview by author, July 5, 2007.

⁶⁸ Ann Fears Crawford and Crystal Sasse Ragsdale, *Texas Women Frontier to Future*, (Austin: State House Press, 1998), 199-203.

⁶⁹ Cynthia Marshall Devlin, *From the Lone Goose to the Golden Tail: A History of Trans-Texas Airways*, Master's thesis, Stephen F. Austin State University, 2005, 43,44.

oil men and other businessmen needed to travel for business within the large state had shown some reticence to do so because flying was new and perceived as dangerous, McKaughn believed that if men saw youthful females dressed in western-styled outfits reflecting the tough cowboy image, they would be embarrassed because if a female could fly confidently, how could they not board the aircraft. His ploy worked. The position of stewardess in Texas in the early days gave women a chance at freedom in many ways. However, men ran all aspects of the industry and set up rigid rules for these young women. But, as schoolteachers on the frontier, these women could not marry and had to have nice smiles and soft hands. Stewardess training emphasized that the position of captain resembled that of a semi-god. It was mandated that stewardesses have telephones so that the airline could reach them twenty-four hours every day. However, Southwestern Bell Telephone in many cases, required a signature from a father for young females to have accounts.⁷⁰ As the aviation industry grew, a serious and long-term fight for rights and equality ensued for these young women of the skies who had preferred seeing the world rather than answering a telephone from nine to five behind a desk.

These following realities reflected the cultural dregs from dominate backcountry men who promoted and perpetuated female dependence. In the post-war era of urbanization, men marginalized women entering the work-place. In Texas running for office, serving on juries, joining private clubs, establishing bank accounts, buying real estate, and opening brokerage accounts represented continuing battles that were not realized until the 1960s and 1970s Feminist Movement. The differences in the cultures of the Northeast and the South most likely accounted for the anomalies in the approach women took to obtain rights. Mothers taught Texas women to use polite language, to dress like ladies, and to act in public in such a way as not to attract attention. While Texas women may have known that there were no more bears for their men to kill, they challenged the status quo less stridently. These reticent feminists never proved as clamorously active as Betty Friedan styled feminists of the Northeast, especially those women graduating from Texas high schools in the middle 1960s that represented a cultural gap between generations of women from the stay-at-home mothers of the 1950s to the somewhat misplaced or a truly lost generation of Texas Belles coming of age during the 1968 Cultural Revolution. These females represented a transitional group of young women some of whom crossed over to the new paradigm

⁷⁰ Lanelle Diggles Edwards on "Texas International Airlines," interview by author.

of Women's Rights, while others truly wanted to marry, have children, and serve them cookies and milk after school.

The new expectations for women who wanted a career drew all the attention, while those who wished to remain in traditional roles were less inclined to speak out for fear of being chastised as old fashioned and out-of-date. Transitional daughters suddenly found themselves in the middle of an unexpected whirlwind, a freewheeling era of drugs, rock-n-roll, communes, and Bohemian-styled dress where peace signs adorned torn blue jeans. Women raised to be thoughtful and courteous were told they were fragile, and they faced a new world during the 1968 Cultural Revolution with little preparation. These young women had learned to wear slips with skirts and dresses, hose with seams and garter belts. They had sung "Rock of Ages" at church on Sunday and were told to burn their bras on Monday. These transitional females helped cook Sunday dinner and knew how to sew, mend, and entertain properly as a Texas woman should. Suddenly the pretty white gloves they wore to church were put away for weddings only, grandma's broach now left in the jewelry box. There was not much comfort that an advertisement of the time offered that women could not only buy the bacon they could fry it up in the pan because they first needed a seat at the table.⁷¹ They often majored in home economics in order to perform their household duties with great expertise. These degrees rarely helped them transition to a corporate career. For example, Houston Lighting & Power, a company of about 6000 employees during the 1970s, exercised power as a male-driven entity that hired women both with and without degrees that were all placed in clerical/secretarial positions.⁷² After a degreed employee returned from having a baby, she found herself without a job because of an outdated and palpably corrosive work environment. She filed an Equal Employment Opportunity complaint that not only roiled upper management but also resulted in a major revamping of both corporate hiring practices and promotion criteria. Women with college educations finally moved into better positions by the late 1970s.⁷³

Texas men continued to control the lives of women during the Vietnam War years from

⁷¹ "What Commercial Involved the Phrase "I Can Bring Home the....", accessed January 14,2019. www.reference.com Cooking. The Enjoli perfume commercial's jingle contained the iconic line, "I can bring home the bacon, fry it up in a pan." Charles of the Ritz launched the ad in 1978."Bring home the bacon" refers to earning a living. "Fry it up in a pan" represents her attention to her domestic responsibilities. The ad represented the feminist "superwoman" of the 1970s.

⁷² Clem Reid, interview by author via email, "HL&P Remembrances," December 23, 2018.

⁷³ Ibid.

1965 to the early 1970s. The jetsam from a war that divided the nation, in some ways divided the perceptions women had about the men who fought and the men who chose to avoid service. Perhaps this contentious, discordant conflict represented a major change in how masculinity would be defined in the future. Wars were now protested and questioned by a population no longer totally united behind a Texas president who had fought for the Civil Rights Act of 1964 but had left office defeated by an unpopular war. At the time and perhaps unconsciously, the Vietnam War began the changing of minds concerning the perpetual warrior ethos of previous conflicts.

By the 1980s, Texas women flocked to the department stores to purchase the new career clothes required or expected in the offices in hopes of garnering a promotion since many had acquired degrees and work skills. Texas women either gladly or reluctantly bought button-down oxford blouses in the colors of men's shirts, choosing from a variety of bow ties or male-like ties to accompany their business gray, blue, or black suits. Unfortunately for many women, the "dressing like a man" in hopes of being taken more seriously failed to gain much traction. Women such as Houstonian Irma Gonzalez Galvan was widowed when her husband was murdered in 1982.⁷⁴ What she would have worn seemed quite irrelevant considering her circumstances. She found herself with no insurance, no income, no backup plan, and certainly with little chance of finding a job substantial enough to support her four children. Through the journey she was at first a necessity and flexibility entrepreneur, but later an opportunity entrepreneur. Galvan found a little place in downtown and filled it with her home furnishings.⁷⁵ Her children came to work with her as she sold sandwiches.⁷⁶ She later introduced Mexican food that was widely received as delicious and enjoyable.⁷⁷ Galvan hired her children, later inspiring other women to create their own businesses. She taught that dedication, hard work, and love helped her realize her dreams.

By the 1990s Texas, women continually faced discrimination by the human resources departments of many companies both large and small as they applied for jobs. Women continued to work in gender-specific jobs where human resources directed them to clerical positions that left them in stagnant occupations where salaries failed to allow them financial independence, much

⁷⁴ Irma Gonzalez Galvan, Irma's Original, a restaurant in Houston, information under "Our Story," accessed January 14, 2019. <https://irmasoriginal.com>.

⁷⁵ Irma Gonzalez Galvan, Irma's Original.

⁷⁶ Ibid.

⁷⁷ Ibid.

less any opportunities to save for retirement. However, as a new century was near, African-American Royalyn Reid in 1998 founded her own Dallas-based company Consumer & Market Insights (CMI) and she focused on hiring stay-at-home moms who had left powerful corporate careers to embrace family life.⁷⁸ As a start-up, she knew the pitfalls of high overhead; however, she came equipped because Reid had worked as a scientist for the iconic Mary Kay Cosmetics. After her ten years at Mary Kay, she decided to be a mom, but she was hesitant to give up her career goals. The primary business focused on marketing research but has expanded to training and conference management. A multi-million-dollar company resulted. Reid's success has merged all three types of female entrepreneurs. She bridged the gap between those women who, as was said in the 1960s, "wanted to have it all." Mary Kay had planted the seeds and Reid grew the business. Mary Kay Ash, the Estée Lauder of Texas, founded her company in 1963 as she had three children and needed the flexibility of selling and marketing cosmetics directly to customers.⁷⁹ Both women no longer had to confront men; they simply carved out a needed niche and employed qualified women who no longer had to type a certain speed, take dictation, or make the morning coffee. Ash incentivized women who reached 100,000 in sales with the reward of a pretty pink Cadillac. She did not choose navy blue or black; she chose a soft feminine color while earning millions. Reid of CMI presently plants new seeds, and, on that foundation, more women of all ethnic backgrounds will follow. Women did not have to emulate men, nor did they require permission from a man. They created a woman's world.

Women in Texas by the twenty-first century are disrupting the male confrontational, Social Darwinian environment in the business world by circumventing the Glass Ceiling. Much of this new success percolates from fresh generations of young women who have never been told "No." From the heady days of the Feminist Movement of the 1960s to the idea that the only avenue to the top meant cracking the glass ceiling, women innovate and create their own business enterprises as Texas females entered a Texas-styled post-feminist period. Women have now embraced education as mandatory and they flock to Texas institutions of higher learning, obtaining degrees that propel them forward. Although the fight for equality is far from finished in the Western World

⁷⁸ Giselle Phelps and Jihad Hassan Muhammad, "This Girl is on Fire: Dallas' Black Women in Business," accessed October 9, 2018, https://www.dallasweekly.com/business/article_57acb084-b410-11e2-b...

⁷⁹ "The Story of Mary Kay," accessed January 9, 2019, Marykaymuseum.com/images/museum/TheStoryOfMaryKay.pdf.

and incipient in many struggling countries, great strides have been realized. Women feel the sense of pride and accomplishment when they write the title chief executive officer or president on their corporation filing papers. Governments at any level that facilitate “doing business” without gender restrictions, the more opportunities all women of the world will live lives allowing them the choices that men have exercised throughout much of humankind’s story from the cave to the penthouse.

Texas presently represents an example of a place women can create their own futures. Breaking or cracking the glass at the top can and should be a laudable goal, but entrepreneurship should remain a strong and viable path for women. While war may never vanish from the planet, women provide the counterbalance needed for a stable earth. President George H. Walker Bush called for a kinder and gentler world, certainly another laudable goal. Wars have broken the barriers that isolated and insulated women from the work and political world and gave women the impetus to break from traditional roles. There exists no exclusivity on suffering by either sex during times of crises as wars have enveloped and disrupted whole populations, damaging both males and females.⁸⁰ The warrior ethic amplified perceptions by men that women were the weaker sex. War victories in Texas produced euphoric feelings of overall superiority that had permeated work-place attitudes for many years. Women presently are providing a standard of living that comes with the ownership of businesses that deliver prosperity and happiness for more inhabitants of our small planet. A woman’s reach should be far wider than her role as a mother or wife should she desire a position beyond the home.⁸¹ Recognizing that societies produce better results when both men and women can dream their dreams and realize both their individual and collective aspirations to the fullest capacity remains a worthy goal. Men in Texas have replaced their horses with the Ford F-150 pickup, and many females drive the same around the big state that brags about producing the world’s largest rodeo and remembers the Alamo. Men are learning to share the benefits of a promising business environment in a state that is certainly large enough for both sexes to succeed. Romantically, though, some of the cultural expectations remain, as falling in love should always bring happiness and excitement. As Ella Bird Dumont, a brave frontier lady stated when beholding the man she would marry, “I beheld, mounted on the most beautiful big black horse I had ever

⁸⁰ Mary Beth Norton, *Liberty’s Daughters: The Revolutionary Experience of American Women 1750-1800* (Ithaca: Cornell University Press, 1996), 297.

⁸¹ *Ibid.*

seen, a man, yes, a man, in full Western attire, that of a Texas Ranger, gallant, and brave in appearance.”⁸² They lived a happy marriage in what she described as a love nest.⁸³ She noted that the four men working on their ranch which included her husband treated her well and with a great deal of respect. However, at his death she barely survived and her dreams of being a sculptor were dashed except for designing monuments for graves.⁸⁴ Women want respect for their talents and a chance to avoid the poverty of widowhood and old age through the exercise of their own talents. And, they can do so without “cracking their heads” into a glass ceiling. “As New York-based finance wizard and Wall Street trailblazer Alexandra Lebenthal, 54,” hated to admit, “You’re not really supposed to step out of the mold,” in traditionally “buttoned-up work-places.”⁸⁵ Those places represent corporations most often originated by men based on their rules. Women with creative minds can explore a variety of diverging business ideas leading to novel concepts that set precedents for future success. Women are part of that victory and their business endeavors represent a new model of expectation where power between men and women is presently being diffused.

CONCLUSION

In conclusion, implications are that men and governments that encourage and facilitate doing business without gender restrictions will allow women more opportunities, permitting them the choices that men have exercised throughout much of humankind’s story. Feminism can be successfully realized, even if covertly accomplished in a state greatly influenced by an underlying culture of dominance by warrior driven men that brought a clearly dominating ethos to the workplace. The foundation for changes that will ensure economic power for women suggests necessities such as stable governments; good education systems; strong women-to-women and men-to-women mentoring; and require societies and economic structures no longer steeped in the patriarchal, patrilineal, patrilocal pattern of cultural practices where primogeniture represents the mainstay of inheritance. Men are adjusting to “sharing the pie” and can no longer view women within a zero-sum game construct. Governments that pass laws that encourage ease of business formation can rise and shine economically, making their respective countries and their people

⁸² Powell Exley, *Texas Tears and Texas Sunshine*, 209, 210, 213, 218.

⁸³ *Ibid.*

⁸⁴ Powell Exley, *Texas Tears and Texas Sunshine*, 224.

⁸⁵ Rory Satran, “Seize the Gray,” *Wall Street Journal*, Sat.-Sun., Jan 19-20, 2019.

strong, equal, and happy. The talents of all women combined can and should create a better planet where all humans flourish and succeed. Texas presently, regardless of the long struggle experienced by the women of the state, represents an economic model worth duplicating. These women that circumvented the Glass Ceiling and broke the control that men had in the state are the foundation of a new business paradigm.
