ACTING WITH INTEGRITY

As a savvy administrator, you would not inflate enrollment numbers in an official report, use a departmental printer to produce political-campaign brochures, or question the competence of an institutional leader in a conversation with a key donor. Those are irresponsible activities that would get you in trouble and damage your career — and you are certainly smart enough to avoid them.

Why? Because you are highly responsible, and you know that means acting with integrity. It means being conscientious and judicious with institutional resources. It means offering appropriate warnings, keeping others safe from harm, and choosing the right course of action — even when doing any of those things may make you unpopular.

If you consider yourself a card-carrying member of the responsible camp, however, it may come as a surprise that acting with “integrity” can derail, rather than enhance, your own career. I’m not suggesting you stop acting with integrity and think only of yourself. Rather, I’m suggesting that some actions that feel like you’re “doing the right thing,” may not be so right after all.

Here are five behaviors that seem highly responsible, but may actually harm your career and may not be very good for your colleagues or your campus, either.

You feel the need to alert people to what failed before. Your new provost wants to completely reinvent the general-education curriculum and has mapped out a plan to launch the redesign quickly. You agree that the curriculum needs a makeover, but you can’t help but notice that the provost’s new plan looks remarkably similar to a failed effort that was attempted 10 years ago. You feel obligated to detail the many reasons the earlier redesign was unsuccessful and outline how it contributed to the former provost’s ignominious departure. People who think they have developed novel ideas typically resent those who utter phrases like, “That will never work,” or, “We tried that before.’ So banish those kinds of remarks from your vocabulary.

What to try instead: Before pointing out all the reasons why a proposal will be met with resistance, think about whether the world has changed since the last proposal was introduced and whether circumstances have changed enough that it might be better received today. If you truly see danger ahead, position yourself as a resource — rather than a naysayer. Offer the provost a list of lessons learned from the last redesign that might be helpful in moving this new effort forward.

You believe in standing on principle. It is good to have values and opinions about what is right and wrong. Every organization needs people courageous enough to speak truth to power. There is no question that those brave enough to question the integrity of a course of action can prompt a group to make better decisions. The question is: Are you climbing onto your soapbox too often? Constant position-taking can be perceived as disruptive and may earn you a label as a person who is inflexible and unreasonable.

What to try instead: First, recognize that some issues don’t matter enough to waste your valuable political capital on trying to fix them. Even when an issue is truly important, it is best to use outrage sparingly. In general, most people respond better to inquiry rather than advocacy. Rather than enumerate the many reasons an idea is flawed, ask a series of well-spaced questions to help others realize that they are headed in a bad direction. If that doesn’t work, express your concern about where the conversation is headed as a strategy for going on record about your position. Then spend the rest of the time listening. It is possible you will learn something that changes your mind.

You try to honor all requests. Do you find everything interesting? Do you secretly think you are smarter than most people and, therefore, especially qualified to add value to every group you join? Is it possible that declining requests is uncomfortable for you? Many motivations may drive you to join every committee, accept every request, and agree to every speaking or meeting invitation. But being spread too thin will compromise your ability to focus on your most strategic work. Saying “yes” to everything may also deny colleagues — and those who report to you — an opportunity to learn, grow, and increase their own potential.

What to try instead: Before becoming the favorite to do everything, consider how you can help. Try to learn something that changes your mind. When you have time to spend, position yourself as a resource — rather than a naysayer. Offer the provost a list of lessons learned from the last redesign that might be helpful in moving this new effort forward.

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Articles of up to one page will be accepted for consideration to be included on a space available basis. Items to be submitted include: officer and state committee chair reports, calendar entries & press releases, photos & articles about local organization events, and articles related to our mission that would be of interest to BPW members.

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MESSAGE FROM THE PRESIDENT

BPW Members:

What strange times we are living in. First and foremost, I hope that each of you and your families are safe and healthy. I would have never guessed that I would ever see a time where all states of the United States are under a state of emergency—where more people seem to be unemployed or furloughed than are working—where Easter, Passover and other religious ceremonies, and gatherings of family and friends are being celebrated via Zoom. As with most tragedies, there are silver linings to be found if you look for them. I think that one of the silver linings that has come as part of this forced isolation and family togetherness is that we have at many levels been forced to slow down. Now you might also see as a consequence of that (maybe silver lining, maybe not), there aren’t any practices or meetings to rush to, or games or conferences to attend, but there are family dinners, education, play and bedtime stories to take their place.

By now you already know that we will not have an in-person conference this year from June 11-14. While the Board of Directors voted to cancel our conference as currently scheduled, we will have a virtual business meeting on Saturday June 13, which all BPW/FL members are invited and encouraged to attend. There will be no cost to attend the business meeting. We will continue to combine the business meetings of BPW/FL and the BPW/FL Education Foundation as we have in the past. Both organizations will have officer elections. Members, this is your opportunity to learn what both organizations have been doing on your behalf over the last year.

You will get MailChimp email notifications regarding the structure of the virtual meeting and how to connect; please be sure to review them. We will also post any and all materials, agenda, reports, etc. on the back end of the website (bpwfl.org). Make sure you are registered and able to log on to get those materials when they are available. You will be given the option to be live on video cam or live via phone, so that you, the member, can make the decision of how you would like to attend. Another idea is that if we are done with social isolation, local organizations may wish to turn the business meeting into an opportunity to meet together to participate as an LO.

Please know that your Executive Committee and Board of Directors are working diligently to make sure that your local organizations have the resources to continue to move forward. As questions come to us, we will respond as quickly as possible, while trying to make the most reasonable decisions we can.

I know that a number of you work in essential businesses, as first responders, truck drivers, clerks in stores and groceries, etc. Please accept the gratitude of a grateful nation. Without you, we truly would be lost. My thoughts and prayers to those who are on the front line, no matter what your front line looks like, may you stay safe and healthy. I have said since I became President of BPW/FL in 2018 “We are stronger together”, it has new meaning in this time, but it remains true, we are stronger together.

Until we can meet in person again.

Jerri
Jerri Evans
President, BPW/FL, 2019-2021
jerri.bpw.president@gmail.com
We are stronger together

How to Manage Stress During Challenging Times

If you’ve been feeling anxious or stressed during the coronavirus pandemic, you are not alone. Whether you’re worried about your family’s health, the unsettled economy or your work situation, these troubling times can affect your mental health. To help you manage stress and anxiety, Laura Arline, MD, interim chief quality officer at BayCare, provides some helpful tips.

“Stress can be a physical reaction to feeling overwhelmed and confused by a situation or having too many demands on you,” said Dr. Arline. “Stress can have an effect on your sleep, eating habits and your overall health.” That’s why Dr. Arline recommends creating a toolbox you can rely on during stressful situations to help ease your mind.

• Practice Mindfulness. Take deep breaths throughout the day. Breathe in through your nose and breathe out through your mouth. This helps relieve stress and open your mind to positive thoughts.
• Exercise. As we know, many gyms currently are closed. However, you can still move and exercise from the comfort of your own home. You can go for a daily walk, run, play with your family and pets or do indoor yoga. This will help you stay healthy and help release negative thoughts.
• Eat Healthy. Diet plays a role in your level of stress. So, try to add to your diet more vegetables, fruit, legumes and healthy snacks and less carbohydrates and meats. High levels of sugar and carbohydrates can raise your stress level.
• Volunteer. This may seem hard to do right now, but it’s still important to volunteer or help someone else. You can also donate or do something good in the community. These selfless actions can help ease stress.
• Take a Break. The latest developments around the world can be overwhelming and confusing, but you don’t have to stay tuned to the news all day. Go out into the sunshine, look at greenery and soak in nature.
• Write a Journal. With everything that’s happening, it’s easy to feel anxious or confused. However, there is always something to be grateful for. Dr. Arline recommends writing down three things you’re thankful for and sharing them with your family. This can help put things in perspective for you and your family during these trying times.

42: The median age for Florida women is estimated to be just over 42 years. (Among men, the median age is just under 40.) An estimated 20% of the female population is under 18 years old and 20% is 65 years and older.

20.1%: In 2016, more than 20% of Florida’s population was foreign-born, of which more than half were women. Florida has a high (more than 11%) concentration of individuals with limited English proficiency.

89%: In 2017 female students earned diplomas more often than male students, with young women posting an 89.3% high school graduation rate and young men a rate of 82.9%. More than one in four Florida women aged 25 and older has a bachelor’s degree or higher (26.7%), compared with 28.1% of Florida men.

$726: Florida ranks 4th in the nation in pay equity. In 2017, Florida female full-time wage and salary workers had median weekly earnings of $726, or 87.9% of the $826 median weekly earnings for their male counterparts. Education does not eliminate the gender pay gap. Women with bachelors degrees earn 71.4 cents for every dollar earned by a man with similar education.

$1,161: The average monthly Social Security benefit in Florida is $1,161 for older women and $1,490 for older men.

$15,922: For a Florida family with one infant and one 4-year-old, the annual price of a child care center averages $15,922 per year, or more than one-fifth of the median income for a Florida family with children.

10.9%: In Florida, 10.9% of women aged 18 and older have been told they have diabetes, which is in the bottom third in the nation (a ranking of 39th).

13th: The heart disease mortality rate for women in Florida is 115.6 per 100,000, earning the state a ranking of 13th in the nation. Across Florida, heart disease mortality ranges from a low of 8.8 per 100,000 women in Collier County to a high of 236.7 per 100,000 women in Holmes County.

21.7%: More than one in five Florida women aged 65 and older (21.7%) resides with a person with a disability.

24.2%: About one in four Florida women (24.2%) experienced unwanted sexual contact in their lifetime, and 17.2% were raped.

6.5: Suicide rates rose from 5.5 per 100,000 women of all ages in 2001 to 6.5 per 100,000 women in 2015, compared to a national average of 5.8 for the same population.

Florida Commission on the Status of Women.
BPW/FL COMMITTEE NEWS

Breast Cancer Fund

For those not familiar with the Breast Cancer Fund, any BPW member in good standing can go to the BPW/FL website, members section, and complete a brief application to nominate an individual who is going through breast cancer treatments or diagnostic testing related to breast cancer. Once the application is reviewed by the executive committee and approved, the recipient will be mailed a check for $250 with a letter from the State President.

We have added a donate option to the BPW/FL website so that anyone can donate to this fund at any time. If you have any questions, please do not hesitate to contact me. Karenlundbpw@gmail.com.

Karen Lund, BPW/FL Breast Cancer Fund Chair

Bylaws

The committee has certainly had its work cut out recently! We’ve been working for some time on preparing proposed bylaws and handbook amendments that you’ll see at State Conference, and on updating the Model LO Bylaws. However, in March we were given a unique opportunity to illustrate just how important this committee is to the structure and function of BPW. With the pandemic impacting our LO’s ability to meet in person at a time of year when elections and change of year business was due to occur, we had to find a way to provide some guidance and direction for their leadership. Never have our bylaws been so important to our existence, and never has knowledge of parliamentary procedure been so critical.

The BPW/FL Board of Directors approved a proposed Emergency Bylaws resolution that would allow LOs to conduct business through electronic means during the declared state of emergency. This is just a stopgap measure, though – this is the PERFECT time for your LO to review its bylaws. Not only have there been mandatory changes to the model based on BPW/FL bylaws amendments adopted at the 2019 State Conference, but you should take this time to really review your operational details. If your bylaws do not specifically allow for electronic meetings (or of the LO, Board of Directors and/or committees) or for votes by email, please consider whether you’d like to modify them to allow for future flexibility. Remember, when you make changes to your LO bylaws, they need to be sent to us for review and State President approval. (This also allows us to have a copy of the bylaws in case you can’t find them when you need them.)

At State Conference, you’ll be asked to consider two proposed bylaws amendments: one to provide a seat on the BPW/FL Board of Directors to the BPW/FL Education Foundation President (the BPW/FL President and President-Elect already have seats on the Foundation Board, so this would make it reciprocal); and one to change the BPW/FL fiscal year by one month so that it’s July 1 – June 30, allowing more time for the necessary accounting work after the annual State Conference. The committee welcomes any questions that you may have about any of these items – we are here for you!

Tami Simms, BPW/FL Bylaws Committee Chair

Membership

How did we get here? The entire world is hurting today, and it might be a while before the pain goes away.

The membership committee met virtually in late March and will continue to work on ideas as to how best to support LOs with their membership. Your voice is important to us and we encourage you to reach out with any ideas, comments or concerns you have regarding your BPW membership.

In times like this, the value of your BPW membership is even more significant. We all need a tribe. Unfortunately, none of the BPW local organizations can meet in person during the pandemic. It is a very difficult time, socially but also economically. Know that you are part of a tribe and we are here to support each other. Don’t feel shy; if you need help, reach out. And know that virtual cocktail parties are totally acceptable!

Please stay healthy and keep up your spirits. If you know of somebody in the community who needs help, let’s be their tribe. Empowered women…help one another.

Ilja Chapman
BPW/FL Membership Committee Chair

Nominations

BPW/FL Education Foundation will elect a President, Vice President, Secretary and Treasurer at conference. If you have any questions, contact me at sue.bpwfl.nominations@gmail.com.

Sue Banks, BPW/FL and BPW/FL Education Foundation Nominations Chair

Technology

We continue to tweak the BPW/FL website. We added a Donate to Breast Cancer Fund button, that is available to anyone from the home page. We added a blog post on BPW’s history during Women’s History Month. We added our first monthly LO spotlight. We have identified search terms for which we would like search engines to find BPW/FL, so we will be reworking wording over the next few months to incorporate them.

We continue to look for ways to support LOs. So we will add a page on the BPW/FL website for any LO that does not have its own website; just let me know if you want to take advantage of this.

And of course, we try to be active on social media platforms, though I could use some help with that if anyone wants to volunteer. Just email me at sbo.bpw@gmail.com.

Sheila Barry-Oliver
BPW/FL Technology Committee Chair

Tribute

If you need to report the loss of a BPW/FL member, the form to complete is in the members-only section on the website. You will need to scroll to the bottom of the Resource page to find the form. I would also like to receive a picture if possible. You can mail the picture to me, Jo Ann Orr, 143 N. Bahama Drive, Marathon, FL 33050 or email it to joannorrpbw@gmail.com. You can also reach me by phone at 305-393-1863.

Jo Ann Orr, BPW/FL Tribute Chair
No matter what the outcome of our efforts, we all feel increasingly strapped for time, and often the things that we think will make us happy — the accomplishments we work so hard for — don’t. They most certainly do not give us back moments with our families and friends or more hours to ourselves. A preponderance of evidence shows that the feeling of having enough time — “time affluence” — is now at a record low in the United States. In a recent survey 80% of respondents did not have the time to do all they wanted to each day. This situation is so severe it could even be described as a “famine” — a collective cultural failure to effectively manage our most precious resource, time.

Time poverty exists across all economic strata, and its effects are profound. Research shows that those who feel time-poor experience lower levels of happiness and higher levels of anxiety, depression, and stress. They experience less joy. They laugh less. They exercise less and are less healthy. Their productivity at work is diminished. They are more likely to get divorced. Time stress has a stronger negative effect on happiness than being unemployed did.

On a broader level, time poverty directly accounts for billions of dollars in productivity costs to companies each year, and secondary costs multiply that number many times over. Public health officials rank it as one of the top contributors to rising obesity. Researchers put the health care costs of time stress at $48 billion a year.

The irony is, despite the perception that people today work longer hours, the data reveals that most of us have more discretionary time than ever before. How can we feel so starved for time? The answer seems to be money. We believe money will make us happier in the long run. Our thinking is backward. Research consistently shows that the happiest people use their time — to buy time. People who are willing to give up money to gain more free time — by, say, working fewer hours or paying to outsource disliked tasks — experience more fulfilling social relationships, more satisfying careers, and more joy, and overall, live happier lives.

If there’s one resolution that you keep this year, it should be to focus on making choices based on time, not money. It’s not easy; our entire world and even our brains are rigged to make us value money first. But it can be done, and in this article, I’ll share some smart strategies you can start employing today.

WHY WE VALUE MONEY OVER TIME

Evidence points to these culprits for time poverty: wealth and financial insecurity. Individuals who earn more money report feeling more pressed for time. But it makes more sense if you understand commodity theory, which holds that when any resource is perceived as valuable, it is also perceived as scarce. So, the more we get paid for our time, the more we value it, and the more intensely we feel the loss of any moment. Feelings of financial insecurity (regardless of actual wealth) may also prompt people to experience more intense time poverty. That’s because individuals who feel unsure about their job or earn the same level of pay in the future are more likely to prioritize having more money at the expense of having more time. Despite the inverse relationship between wealth and time affluence, most of us keep striving to make more money. Only 48% would rather have more time than more money. It’s not that people can’t think of ways to save time: The core challenge to reducing time poverty and unhappiness is not financial but psychological: the erroneous belief that wealth will make our lives better.

WHY WE SHOULD VALUE TIME OVER MONEY

It’s important to note that some people — particularly those who are struggling to make ends meet or who feel uncertain about their financial future — often do feel happier when they choose money over time. But it’s still clear that those of us who are more fortunate may need to rethink our priorities. From this and many, many other studies we assert:

Time yields happiness. Greater overall well-being cannot be explained by income, education, age, marital status, number of children living at home, or number of hours worked per week. We found that people who spent money on time-saving services reported greater satisfaction with their lives. Purchasing them helped respondents deal with stress and feel less overwhelmed by their to-do lists. This was true even with relatively small, onetime purchases.

Time is social. People who value time over money socialize more with peers. This is important because even fleeting social interactions with others can play a surprisingly large role in reducing stress and promoting happiness, as other researchers have found. Prioritizing time over money brings couples closer. Those who spend money on time-saving services report spending more quality time together and deriving greater satisfaction from their relationships.

A focus on time builds more-rewarding careers. People who value their time are more likely to pursue careers that they love. When people have jobs they truly enjoy and thus are happier, they are less negatively affected by stress and more productive and creative. They also are less likely to quit.

WHY IT’S HARD

If the solution to time poverty is so simple — just make choices that give you more time — then why are we all still stressed? What years of studying time-money trade-offs have revealed to me is that I’m not alone in making suboptimal decisions about how to use my time. It’s not easy to make better choices. It may not even be our natural inclination. There are any number of reasons for our misguided pursuit of wealth, but they fall into two categories:

Behavioral factors. Several cognitive biases make money seem like a more appealing choice than time. Americans think being busy signals higher status. The desire to feel important is a powerful motivator that may undermine our best interests. People also feel guiltier about spending money to have more time than they do about spending money on material goods. Paying someone to complete tasks we ourselves don’t like can make us feel lazy, so we opt out to avoid that feeling.

And because we overestimate the amount of time needed to enjoy an expe-
Happiness (Continued from page 6)

We experience, we end up wasting small pockets of free time that we could use more effectively. Last, we suffer from something called future time slack — the belief that we’ll have more time in the future than we do in the present. So, we decide to make some sacrifices now with the promise of enjoying more time later. Of course, when the future comes, we don’t have more time. We just repeat the same mistake.

Organizational factors. HR departments may think that how employees choose between time and money has little to do with them, but a large body of research shows that organizational factors shape the way employees perceive their time and can increase their feelings of stress and undermine social connections and happiness. Financial incentives increase people’s efforts to perform better. But we now also know that they make workers obsessed with money. Employees who were paid for performance spent significantly less time socializing with friends and family and significantly more time socializing with their customers and coworkers. Regardless of their pay level or job type, employees who were paid for their performance said they derived greater happiness from spending time with friends. But they didn’t get to do it much.

HOW TO START

Although your brain and your organization may be conspiring to make you choose money over time, a few daily actions could help you shift your mindset. The following simple strategies can reduce your time poverty and help you reclaim your schedule.

1. Personal Activities

Plan your future time. When it comes to leisure time, our preliminary data suggests that people have a natural bias toward spontaneity: We don’t want to feel our free time is too scheduled. So we do things like leaving weekends up to chance — and then end up wasting much of them. But we’re actually happier if we make plans and don’t passively fritter away time.

Be more active. Personal pursuits like volunteering, socializing, and exercising can have a transformative effect on people. Research shows that active leisure is profoundly better at combating time stress than passive leisure (such as watching TV or just relaxing) is.

Spend more time eating. On average, the French spent significantly more time eating. Americans spent more time choosing their meals than actually enjoying them. Because they savored their food more, the French derived greater satisfaction from it — which in turn reduced their stress.

Meet new people and help others. Although initiating a conversation with someone you don’t know is hard, casual social interactions with strangers significantly boosts happiness. And volunteering is not only linked to greater happiness but also increases your feelings of time affluence. This seems backward, because volunteering consumes your time, but the act of giving time away makes you feel more in control of it.

Spend more time experiencing awe. Awe is a positive emotion we feel when encountering something vast and expansive, like a panoramic view of the Pacific Ocean. It can increase our sense of time affluence — which is yet another reason that scenic hikes, tropical vacations, or just a few moments of looking up into the sky can rejuvenate us.

Take more vacation time. This is almost too obvious, but in America especially, vacation days are underutilized. This probably relates to our sense that missing work or being able to afford vacation time signals lower status; important people are too busy for that. Employees who take more vacation days report greater life satisfaction. Yet 15% of employees report taking no vacation days and only 40% said they’d taken all their paid vacation.

2. Buying Time

When considering how we can use money to increase our happiness, most of us think of investing it in positive experiences like Hawaiian vacations. But it’s also important to think about how to eliminate negative experiences from our day. My research suggests that people have a lot of trouble doing this, but here are some ideas to get you started.

Outsource your chores. Today you can hire people to walk your dog, assemble your furniture, pick out your clothes, chauffeur your kids to their sports practices, declutter your home, and even wait in line for tickets for you. Yet using such services is a big leap for many, who see them as extravagant or unaffordable. It’s the money-first mindset that makes them believe that. In fact, spending money on time-saving services can reduce stress and increase happiness, even for people with low incomes. One caveat: outsourcing too much can make people feel that their schedules are out of control, which undermines contentment.

But understand what specifically you want to offload. We often dislike certain aspects of a chore but enjoy others. Focus on outsourcing the tasks or aspects of tasks that you find most disagreeable. That way, you can spend more minutes engaged in the part that you enjoy about any daily activity.

Do less comparison shopping. The amount of time it takes to find the best price is often more valuable than whatever savings you gain. Driving farther for cheaper gas or going from store to store to find the same outfit at the lowest cost probably isn’t worth the effort. Reset your thinking so that price isn’t the only consideration. It’s OK to spend more to free up time.

Buy better time. Once you have outsourced chores, devote your new free time to things that are most likely to promote happiness, like activities with your friends and family. Don’t spend all your time on the couch. And each time you open your wallet, ask yourself: Will this purchase change my use of time in positive ways? If the answer is no, you may want to rethink your purchase.

3. Work Activities

Though work may seem like an arena where it’s hard to gain time, there are a surprising number of ways to change your daily professional life to do so.

Buy back your commute time. Consider taking public transit or an Uber to work once a week. Instead of sitting in traffic, you can spend that time in a leisure activity like reading. Or, if you use it to work, you can leave the office earlier and have more time with friends and family. Even an hour a week adds up significantly over a year.

Ask for more time. A major source of time poverty is tight work deadlines. A
BPW/Gold Coast

BPW/Gold Coast continued with community involvement. At our annual December Holiday Happening, we connected with members, family and friends. We not only shared fellowship (and good food) but again participated in the Back to Basics Angel Program, which this year provided more than 7,500 children with the basic necessities of new sneakers, socks, underwear and a toy; the basic items required for a child to attend school. This program is a building block of our Women Helping Women model as not only do we help women and families, and an occupation with a large number of women, this non-profit was started by a woman.

At the December 9 annual YWCA of Palm Beach County fund-raising luncheon, both BPW/Gold Coast and Women of the Western Communities were recognized for “extraordinary contributions to the YWCA’s domestic violence shelter.” For more than 26 years, BPW/GC has conducted an Annual Suit Drive collecting gently used women’s work attire. The picture below is the luncheon dessert (certainly it’s an eye catcher).

We participated in the BPW/FL membership drive with two new/rejoined members. We are continuing to develop our web site and will be examining alternative ways to remain in touch. Social distancing does not mean isolation.

BPW/Hernando

The 2020 Believe and Achieve Fashion Show was another great success for the scholarship fund. With 220 tickets sold, 30 sponsors and 17 vendors, the event raised more than $11,000 to benefit local scholarships for female high school seniors, women returning back to school and members to attend conference.

The generosity and support of the community far exceeded our expectations, so that we had to add an additional two tables (20 seats) to our event. We are truly blessed to have engaged members who help to make our event successful. Of course it doesn’t hurt to have the fashions by La Boutique; Cheryl and Nancy Barry did an amazing job of showcasing beautiful and affordable fashions. We look forward to presenting the scholarships this spring to the deserving women of Hernando County.

BPW/Marathon

December: An annual tradition, BPW/Marathon participated in Zonta’s Festival of Trees, held at the Marathon Country Club. The event is a showcase of themed holiday trees created by various groups and individual members of the community. BPW/Marathon’s theme this year was “Keysino Night,” to coincide with the Club’s fundraiser in February.

BPW/Marathon held its annual Holiday Party at the Hyatt Place, enjoying a lively white elephant gift exchange along with spirited caroling.

January: Great kick off dinner meeting for 2020! We enjoyed a wonderful presentation from Jennifer Boltz, Exercise Physiologist, Getting Out of Your Own Way, with an inspiring talk about making yourself a priority. Theo Derleth also talked about Hammock House at St. Columba Church and how the Celtic Festival raises money to support their efforts to provide children and youth of Marathon with a healthy environment where they can thrive emotionally, artistically, intellectually and spiritually.

February: BPW/Marathon held one of its two major fundraising events of the year, Keysino Night. Committee Chair Malory Pinto and her helpers did an outstanding job of transforming the Marathon Aviation Hangar into a 1950’s Cuban Casino. The event included professional gaming tables, passed hors d’oeuvres, music, a cash bar, a cigar lounge and expert photography by our own Natalie Danko, assisted by her husband Bill. At the end of the evening, chips were turned in for raffle tickets for a myriad of fabulous prizes, including trips, spa retreats, restaurant gift certificates, fishing charters and much more. Keysino Night generated a profit of more than $10,000 to go toward our scholarship fund.

March: The monthly dinner meeting focused on Women’s History Month, with particular attention to The National Women’s History Alliance’s 2020 theme, “Valiant Women of the Vote.” The theme honors the brave women who fought to win suffrage rights for women, and for the women who continue to fight for the voting rights of others. Members discussed the women’s suffrage movement and the ratification of the 19th Amendment in 1920, and created campaign buttons and sashes to commemorate the movement. There were plans to wear the buttons and sashes at BPW/Marathon’s (Un)Happy Hour on March 31 in recognition of Equal Pay Day. Unfortunately, that event was cancelled due to the COVID-19 pandemic. Further discussion at the dinner meeting focused on the Equal Rights Amendment and the possibility of Florida becoming the 38th state to ratify it.

BPW/North Sarasota

We welcomed two new members this quarter, Donna L. Timmons and Dr. Tracey Goodman. Donna is a former BPW member who served a term as president. She is a retired educator and is active in the Bradenton Alumnae Chapter of Delta Sigma Theta Sorority, Inc. Tracey is an English high school teacher and also a past president of our LO. She is CEO of her own business, College YES!

For our January meeting, our guest speaker was Leone Lehman, an agent for Shop Financial Services. Shop Financial seeks to provide debt solutions services and education, enabling consumers to eliminate debt in the fastest way possible in order for them to build the wealth
needed to achieve time and financial freedom. She said that “moving from the wrong side of zero and into a positive financial future might feel impossible, but it’s not.” With strategies tailored to each user, SHOP Financial’s Debt Shredder can be easily implemented by anyone to do more than they thought possible with their money. Members of the LO learned techniques on refinancing, mortgage modification to cut interest payments in half.

In February, Olympia Baylou of Blooming Impressions was our guest speaker. Blooming Impressions works with youth and young adults in the community helping them to cultivate their physical and intellectual attributes. They believe each person is uniquely created and are committed to encouraging each program participant to love and embrace their individual uniqueness. The group is seeking professional advisors who have years of wisdom and skill in their areas of expertise to serve as role models for the participants and BPW/North Sarasota was encouraged to become advisors.

Our March meeting was dedicated to finalizing our end of year projects, including our Annual Hat Show, which, unfortunately, we had to postpone. Proceeds from our brunch benefits our scholarship fund.

Like most LOs, we will not be meeting through this crisis we are experiencing but will take advantage of other means of communication such as teleconferencing and conference calls.

BPW/St. Petersburg-Pinellas

Tuesday March 31 was national Equal Pay Day. As we have done for many years, BPW/St. Petersburg-Pinellas was prepared to commemorate the event with our 17th annual Unhappy Hour. We had a beautiful location arranged, a delicious menu of hors d’oeuvres fully paid for, the publicity had been designed and sent out, and elected officials were planning on attending to present this year’s proclamations. We were excited that after all these years, this was to be the first year that Equal Pay Day fell in March rather than April – a signal that progress, albeit slow progress, was being made to close the wage gap.

But of course, the COVID-19 pandemic and orders to avoid gathering in large groups changed all that. Our LO adapted, turning our usual Unhappy Hour into a virtual one on Facebook instead, and by most measures, our virtual event was also a success. We had 82 page visits for Equal Pay Day, which led to a 296% increase for the week from the week prior. There was also a marked increase in engagement with our posts (likes, follows, shares, and comments), which were up 850% for the week over the previous week’s activity.

So while our abruptly redesigned event was successful, there is a larger message that shouldn’t get lost in the shuffle. The efforts to combat the spread of the coronavirus are necessary, but they only serve to highlight the longstanding problems associated with wage inequality in our economy. The people most impacted by the shutting down of our economy are the lower-wage workers, many of whom are women, who are less likely to have access to affordable health care or significant enough savings to sustain them through long periods of unemployment.

And we may find after the pandemic is over that women have lost some of the ground we’ve so painstakingly gained to lessen the wage gap over the past several years. Research done by PayScale had already indicated that women are at much greater risk than men to be offered less pay than men when returning to work after an absence – an average of 7% less than they previously made in the same position. So with significant numbers of women currently not working, or staying home to care for children whose schools are closed, the impact on women’s wages following the pandemic could be a major setback not only for closing the wage gap, but it will also have serious personal financial repercussions for millions of women and the families they support for years to come.

So, once the current crisis is past, it is more imperative than ever that policies are put in place to close the wage gap as quickly as possible. We hope that BPW remains on the front lines of advocating for pay equity through legislation and encouraging employers to be more accountable for their payroll policies.

BPW/Upper Keys

It has been a different start of the year than we anticipated. January kicked off with a luncheon as normal and we had a successful Sip ‘n’ Shop event in February and we were looking forward to celebrating Women’s History Month at our March luncheon. But, like many BPW LOs, we too had to cancel that gathering due to the pandemic.

The Board of Directors rose to the challenge by conducting their first-ever virtual board meeting. Luckily, we had recently updated the BPW/Upper Keys bylaws to allow the board to meet and vote virtually when needed. We brought ourselves into the 21st century!

By the time this publication is in your mailbox, we will have conducted our first virtual membership social. Two speakers are lined up to give us tips about mental and physical well-being during this difficult time of isolation and we even will do our monthly “Cheers & Jeers.” This is where our members and guests can share with the entire membership what is going on in their lives -- and if they want to donate to the Adult Women’s Scholarship Fund with a dollar or two, we’re happy to accept it.

Especially in times like this, we need our tribe to stay connected, positive and share some joy. We hope all BPW sisters will find comfort in each other.

Virtual hugs from BPW/Upper Keys.
Advocacy  
Business Networking  
Charitable Giving

BPW/Calusa Meets The 3rd Friday  
Of Each Month 11:30-1:00 at

Seven Springs Golf & Country Club  
3535 Trophy Blvd  
New Port Richey, FL 34655

www.bpwcalusa.org
www.facebook.com/BPWCalusa.org

is proud to  
Sponsor their Member  
Sheri McCandless  
for BPW/FL President-Elect  
2020-2021
2020 Annual State Conference — “100 Years Strong” — Schedule
June 13, 2020, Video Conference, 9:00 am—12:00 noon

<table>
<thead>
<tr>
<th>9:00-noon</th>
<th>BPW/FL and Education Foundation Business Meetings</th>
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<tr>
<td></td>
<td>Officer and Standing Committee Reports</td>
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<td>Adoption of Public Policy Platform</td>
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<td>Adoption of Budget</td>
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<td>Bylaws Amendments</td>
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<td>Election of Officers</td>
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<td>Candidate Forum</td>
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<td>Awards Announcements</td>
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<td>Installation of 2020-2021 Officers</td>
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<td>Noon-12:30 pm</td>
<td>2020-2021 BPW/FL Board of Directors Meeting</td>
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Business and Professional Women /
St. Petersburg- Pinellas

Is proud to endorse

Helen Igar
for Treasurer for BPW/FL

Business and Professional Women /
St. Petersburg- Pinellas

We congratulate

Jerri Evans
continuing as BPW/FL State President.
Your hard work is greatly appreciated!

---

Business and Professional Women / St. Petersburg- Pinellas

Thank you to all our members who served in roles with BPW/FL in 2019–2020

Jerri Evans, President
Helen Igar, Treasurer
Kristin Smith, Secretary
Sheila Barry-Oliver, Technology Chair and Florida Business Woman Editor
Vicki Faulkner, Leadership Chair
Tami Simms, BPW/FL Education Foundation President and Bylaws and Handbook Chair
Tiki Bates, Business Manager
Candidates for BPW/FL Office

President-Elect
Sheri McCandless

Since joining in 1994, I have served on various committees and officer positions including LO president of three LOs – Gold Coast, West Palm Beach and Lake Worth. After being elected to various offices at the state level, I was elected to serve as BPW/FL’s President in 2000-2001. I then served our Education Foundation, first as a Director, then Secretary for two years, and finally as the Foundation’s President from 2015-2017.

After stepping out due to illness among my family members, I stepped back into a leadership role at the state level, because as a BPW member of over 24 years, I am passionate about what this organization has done for working women in its over 100 year history. Having served as your Vice President for this last year, I am even more determined to see that this organization continues to serve all working women well into this new century. I want to continue to explore and develop in what capacity that might be, so that this organization meets the needs of today’s working women, with an eye on the future needs.

Treasurer
Helen Igar

I feel that I am qualified to be the Treasurer of our organization because I love numbers. The primary focus in my work, as the owner of a CPA firm that services small businesses, is to make the financial situation of an organization more understandable to the stakeholders of that organization. I want everyone to understand their situation better. That is why I introduced the new format of our reports. For BPW/FL it is important to understand the separate funds we have and how they are used.

I’ve been a CPA since 1986, controller for a few companies for 10 years and a partner – now owner of my CPA firm for 20 years. I prepare tax returns for several not for profit organizations, so I understand accounting for that world.

I want to help the Florida Federation of Business & Professional Women’s Clubs, Inc. to continue to flourish. Being treasurer is the best use of my talents. I have started a process to change the year end date of the organization so that the Treasurer job will be more efficient.

The Nominations Committee timely received Candidate Data Forms from Sheri McCandless for the office of President-Elect and Helen Igar for the office of Treasurer. Both meet the nominations criteria: Endorsed by an LO, are members in good standing, and have consented to serve. Their respective nomination was timely received. The Chair has not received nominations for the offices of Vice President, Secretary or Nominations Chair.

If you or someone you know is interested in serving the Federation next year, please contact Sue Banks, Nominations Chair ‘19-’20. The Candidate Data Form and information regarding eligibility for each office and respective summary of duties can be found on bpwfl.org by logging onto the Member Resource section. Nominations received after the March 30 deadline will be accepted up to the time the Nominations Committee has delivered the report at Conference. However, a nomination from the floor at Conference must follow the nomination process and submit the Candidate Data Form including LO endorsement.

CODE OF ETHICS

1. In order that all the members are given a chance to know the candidates, each candidate shall be introduced at a regular business meeting of the Annual State Conference.
2. An open forum for candidates for State Office will be held during the Annual State Conference prior to election. The procedure shall be as established in Article XII, Section 10 of the State Bylaws. The candidates’ open forum, with the Chair of Nominations present, will be in addition to a three-minute presentation of each candidate to the Conference body during a business meeting.
3. Any entertainment honoring candidates shall be simple and shall not interfere with the Annual State Conference meetings or business.
4. Members may wear campaign material on their persons, purses or folders. No giveaway items of any kind shall be permitted.
5. Any individual is free to speak to others in behalf of the candidates but good taste precludes speaking in opposition to any candidate.
6. Members should be free to support candidates on the merits of the candidates themselves, and not be bound by the instructed vote of their local organization if instructions should be in conflict with their findings upon learning the qualifications and meeting the candidates at the Annual State Conference.
America was founded on the principal of equality for all and derives its strength from individuals working together for a common good. This public policy platform is BPW/FL’s blueprint for our work in respect, justice and equality for working women. Women should have the opportunity to be well educated, healthy, economically strong, and secure and their families should be able to live and work in communities that are environmentally clean. This public policy platform represents a vision based on supporting and defending American values as they specifically relate to working women’s hopes and dreams for the future. We will work with elected officials and activists to achieve this vision in government and in our communities.

**ITEM 1: Equality for All**
BPW/FL members acknowledge the fundamental equality of all persons and are devoted to the defense of their inherent dignity. We believe in fairness and inclusion so that all have the opportunity to reach their fullest potential. We protect our communities and our liberties, ensuring peace, justice, freedom and humanity. We believe that the rights of women require constant vigilance and a thorough examination of laws to eliminate those that harm women disproportionately. Therefore, BPW/FL supports legislation that calls for equality for all, including, but not limited to, passage of the Equal Rights Amendment, which states: “Equality of rights under the law shall not be abridged or denied by the United States or by any state on account of sex.”

**ITEM 2: Economic Equity, Opportunity and Self-Sufficiency**
BPW/FL supports legislation which assists women in obtaining pay equity and equal employment opportunities; promotes opportunities for women-owned businesses; encourages women-owned businesses to compete at the local, state and federal governmental levels; promotes affordable, quality dependent care to help ensure economic self-sufficiency for women; and supports social security reform options that benefit women.

**ITEM 3: Safe Workplace**
BPW/FL supports legislation that creates a safe workplace; a workplace free from violence, harassment and assault. We support legislative funding and education that will ensure workplaces are free from all forms of violence, harassment and assault.

**ITEM 4: Health Care**
BPW/FL supports legislation that ensures reproductive choice and full access to all reproductive health education and services, including prescriptions. We support legislative funding and initiatives for women’s health care needs, with special emphasis on heart disease, stroke, lung cancer and breast cancer early detection, treatment, and recovery. We support the expansion of Medicaid in Florida, recognizing that working women and their families have the largest need for affordable and accessible health care.

**ITEM 5: Environment**
BPW/FL supports legislation that ensures clean air, water, soil and energy. We support legislative funding that will ensure the continuation of clear air, water, soil and energy and specific interactions with the environment. We support these environmental concerns as they relate to women’s health, wealth and well-being and recognizing the large impact the environment has on them individually and their families.

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**New Members (December 2019-March 2020)**

<table>
<thead>
<tr>
<th>Charlotte County</th>
<th>Halifax</th>
<th>Marathon</th>
<th>Tampa Bay</th>
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<tbody>
<tr>
<td>Elizabeth Beckman</td>
<td>Buffy Alkire</td>
<td>Aileen Galvan</td>
<td>Melanie Saal</td>
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<td>Kathy Dorsey</td>
<td>Cyndy Marshall</td>
<td>Judy Greenman</td>
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<td>Debi Malinoski</td>
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<td>Leona Royston</td>
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<td>Rebecca Stout</td>
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<th>Englewood-Venice</th>
<th>Hernando County</th>
<th>St. Petersburg-Pinellas</th>
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<tr>
<td>Sue Hogrefe</td>
<td>Heather Blais</td>
<td>Victoria Dore</td>
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<tr>
<td>Karla Olson</td>
<td>Lisa Callea</td>
<td>Tish McQuillen</td>
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<td></td>
<td>Mary Crouse</td>
<td>Keara McGraw</td>
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<td></td>
<td>Linda McCabe</td>
<td>Emilie Socash</td>
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<td></td>
<td>Elizabeth Narverud</td>
<td>Trace Taylor</td>
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<tr>
<td></td>
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<td>Holly Walker</td>
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<tr>
<td></td>
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<td>Amy Weintraub</td>
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<tr>
<th>Upper Keys</th>
<th>Gold Coast</th>
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<tr>
<td>Maria Falciano</td>
<td>Denise Roma</td>
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<td>Mary Beth Harris</td>
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<td>Narelle Prew</td>
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<tr>
<td>Sam Steele</td>
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<tr>
<td>Dennis Ward</td>
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The BPW/FL Bylaws and Handbook Committee makes the following recommendations for amendments to the Federation Bylaws and Handbook to be considered by the membership at the 2020 State Conference.

Proposed new language appears in bold and underlined.
Proposed deleted language appears in strikethrough.

I. Board of Directors Makeup

BYLAWS - ARTICLE XIII – THE BOARD OF DIRECTORS
Section 1. The Board of Directors shall consist of the Presidents of the local organizations or their accredited representative, the elected State officers, the Chairs of State Standing Committees, the President of the Education Foundation of the Florida Federation of Business and Professional Women’s Clubs, Inc. (EFFFBPWC) and the Immediate Past State President.

Rationale: The Foundation bylaws authorize the president and president-elect of the Federation to be voting members of the Foundation board of directors. This proposed amendment simply provides for a reciprocal arrangement on the Federation’s board of directors. The Foundation and Federation work closely together on special projects and the added resource of the Jackie Fleener Fund provides an even greater opportunity for collaboration between the two organizations.

HANDBOOK - CHAPTER 2. BPW/FL STRUCTURE

Board of Directors (Also see Bylaws, Article XIII)
The Board of Directors consists of elected state officers, state standing committee chairs, the President of the Education Foundation of the Florida Federation of Business and Professional Women’s Clubs, Inc. (EFFFBPWC), the Immediate Past State President and the presidents of the local organizations or their accredited representative.

Rationale: This would be a mandatory Handbook amendment providing the amendment to Article XIII, Section 1 is adopted. If the proposed bylaw amendment is adopted, this Handbook change may be adopted by the Executive Committee.

II. Change of Fiscal Year

BYLAWS - ARTICLE VIII – FISCAL YEAR
The fiscal year shall commence on the first day of June and shall end on the thirty-first day of May.

Rationale: Better allows for adequate time for accounting after the Annual State Conference.

HANDBOOK - CHAPTER 7. SPECIAL COMMITTEES

Breast Cancer Fund
3. No more than two (2) requests per recipient may be considered during a BPW fiscal year (June 1 – May 31).

Rationale: This would be a mandatory Handbook amendment providing the amendment to Article VIII is adopted. If the proposed bylaw amendment is adopted, this Handbook change may be adopted by the Executive Committee.

HANDBOOK - CHAPTER 14. AWARDS

BRIDGE BUILDERS AWARD
Established at the 2004 State Conference by Past State President Zelda Ladan (2003-2004), this award is presented by the Vice President to the BPW/FL member(s) most instrumental in the formation of a new LO during between June 1 and May 31 for the current fiscal year (July 1 – June 30).

Rationale: This would be a mandatory Handbook amendment providing the amendment to Article VIII is adopted. If the proposed bylaw amendment is adopted, this Handbook change may be adopted by the Executive Committee.
LO PRESIDENTS

Calusa
Jackie Skelton
jrworldtravel@hotmail.com

Charlotte County
Jessica Cantwell
jessica_cantwell@lcca.com

Englewood-Venice
Syd Gibson
sydgibson10@gmail.com

Fort Lauderdale
Carole Tolomeo
cjtolomeo@aol.com

Gold Coast
Sue Banks
sabanks@earthlink.net

Halifax
Sarah McAllister
smallister@newyorklife.com

Hernando
Amy Bennett
abennett@ahcpllc.com

Marathon
Christy Johnson
seasquared@bellsouth.net

Miami Shores
Yessenia “Jesse” González
jesse041102@gmail.com

North Sarasota
Norrece Wright
norrecejohnson@yahoo.com

St. Petersburg-Pinellas
Jane Byers
janebpwsp@gmail.com

Tampa Bay
Heather Brown
heather.brown@frazierdeeter.com

Upper Keys
Ilja Chapman
ichapman@cruiseplanners.com

To see a map of where all the BPW/FL local organizations are and to learn about their meeting dates/times/locations, visit https://www.bpwfl.org/membership/local-organizations/.

1977.
Your first real responsibility drooled a lot. Which seems pretty manageable compared to having kids in college and aging parents to care for in 2019.
REPORT OF VICE PRESIDENT

Had I written this report a week or so earlier, I would have been writing about some wonderful part of our past 100-year history of BPW. Instead, I am writing this during the middle of CDC recommendations that we all stay home and only venture out when necessary to go to work or to the grocery store. All non-essential businesses are closed thanks to a viral pandemic caused by the Coronavirus (COVID-19). We are living and making history that will one day be told by our grandchildren to their children. We just learned that this new way of life of working from home or being unemployed and staying confined to home has been ordered to remain in place through the end of April now, and possibly even longer.

In BPW, we at the state level called in our parliamentary experts via a bylaws review to help our LOs figure out how they can hold their elections of new officers and coming up with measures that will allow for electronic meetings while under an emergency order. If nothing else, current officers will need to stay in place until elections can be held, and it’s proving to be a good time to review and update our LO bylaws. LOs have had to cancel planned events due to a Safer-at-Home order, including Unhappy Hours that were to be held statewide celebrating Equal Pay Day. This year the day women earned equal to that of a man from the previous year came in March, the first time since we have been celebrating…talk about history-making! Several of us took our celebration online and toasted to all working women virtually. 😊

As we get through “flattening the curve” for the spread of this virus, I’m looking forward to hearing about other ways our LOs got creative by keeping our social distance, but still staying connected.

It is my hope that we will have slowed the curve of the spread of this disease enough by that time to be able to hold our 100th State Conference in June and I’m hoping that I see you there. In the meantime, I wish you and your families good health. We women are strong, and history has shown that we’ve gotten through many of life’s challenges and we will get through this one too.

#StrongerTogether

Sheri McCandless, 2019-2020 Vice President

GET YOUR ORGANIZATION RIGHT WITH THE IRS

As we come to the end of your local organization’s tax year, please make sure that you have filed the appropriate returns with the IRS. The IRS is on a mission to make all not-for-profits compliant. In some ways it is easier.

- If your organization’s gross receipts are less than $50,000 for the year, you can file a Form 990-N which is an electronic “postcard”. It basically lists officer in charge, address and states that your yearly receipts are less than $50,000 for the year.
- If your organization’s gross receipts are less than $200,000 and your total assets at the end of the tax year are less than $500,000, you need to file form 990-EZ. This is a more complicated form.
- Otherwise the organization must file a full Form 990. One of these three choices is due 5½ months after the end of your fiscal year.

IF you have not filed appropriate forms for three years, the IRS will automatically revoke your nonprofit status. You would become a tax paying organization that would owe tax on any profits. Honestly, I believe they don’t want this to happen. They just want you to file the returns. If your status has been revoked, there is a procedure to get your tax-exempt status reinstated. It is somewhat complicated but doable. And it costs $. So, you want to make sure this isn’t necessary.

All the above information is available on the IRS website. They have a special page for charities and nonprofits: https://www.irs.gov/charities-and-nonprofits.

And you can always ask for my help.

Helen W. Igar, CPA
State Treasurer
BPW/Upper Keys President Ilja Chap- 
man and Public Policy Committee Chair 
Gina Boilini traveled to Tallahassee on 
Tuesday February 4 during the annual 
Florida Keys Lobby Day. BPW/Upper 
Keys paid for their travel expenses and 
may suggest adding this annual event to 
the LO’s budget for next year. Here’s a 
recap.

Q: What is BPW’s history with Lob-
bying? Prior to 2019, BPW/FL used to 
have a lobbyist in Tallahassee, and a 
PAC (Political Action Committee). A 
big accomplishment for BPW/FL oc-
curred when the Secretary of Labor Eliz-
abeth Dole and First Lady Barbara Bush 
daddressed BPW’s members at the White 
House Briefing during the 1990 “Lobby 
Day” event. At that time, BPW was lobby-
ing Congress for passage of the Fami-
ly and Medical Leave Act, which even-
tually passed in 1993.

Q: What were your goals in attending 
the Florida Keys Day in Tallahassee? 
One of our main goals in attending was 
to meet Representatives/Legislative Di-
rectors in person and educate ourselves 
on their agenda. It was important to ex-
and our knowledge of the decisions 
to make and how it will affect 
our community and the lives of women. 
Since BPW/Upper Keys had not attend-
ed a lobby day event for at least 10 
years, it was time to be present and learn 
how to effectively advocate for our 
cause.

Q: Who were the politicians you lis-
tened to? We not only listened to politi-
cians, we listened to Executives, Direc-
tors and Representatives. See the list 
below.

- Visit Florida COO/General Counsel 
  Craig Thomas & Director of Legisla-
tive Affairs Katie Juckett Agency for 
  Health Care Administration Secretary 
  Mary C. Mayhew
- Department of State Secretary Laurel 
  M. Lee Chief Financial Officer Jimmy 
  Patronis
- Department of Environmental Protec-
tion Secretary Noah Valenstein Attor-
ney General Ashley Moody
- Commissioner of Agriculture and Con-
sumer Services Nikki Fried
- Representative Randy Fine, Chairman, 
  Higher Education Appropriations Sub-
  committee Department of Economic 
  Opportunity Executive Director Ken 
  Lawson

Q: How many BPW members took 
part in the Florida Keys Lobby Day? 
Only Gina and Ilja represented BPW/ 
Upper Keys. However we did have BPW 
members participating, but with other 
community organizations; Margie Smith, 
Dennis Ward, Audra Hill and of course 
our long time member and State Repre-
sentative Holly Raschein.

Q: How approachable and interested 
were the officials and were they listen-
ing to the local concerns? Yes, they 
were listening to our local Florida Keys 
crowd. Every official took questions at 
the end, people were taking notes, some 
representatives/legislators gave us their 
phone number so we could call them 
directly. It was an educational, learning 
experience for us. Throughout the day 
people were coming and going, meeting 
with officials on subjects relating to their 
concern or agenda. Our County Com-
mis sioners, County Administrator, Flori-
da Keys Board of Realtors, Florida Keys 
Aqueduct Authority, Mariners hospital 
along with others were all in attendance, 
focusing on the issues relating to our 
community’s needs. The private, more 
focused, meetings were all scheduled 
and planned prior to arrival.

Fun fact about state government: 
When Ilja and Gina walked into the 
House of Representatives Chamber, they 
immediately noticed paintings of all the 
past speakers of the House, perfectly 
aligned around the entire room. The 
Speaker of the House serves a two-year 
term and is elected by members of the 
House of Representatives. When the 
Speaker of the House has completed 
their term, they select an artist to paint 
them, and the painting is hung on the 
wall. In order for the most recent Speak-
er of the House to fit, all pictures are 
shifted to the left, and the eldest one is 
removed and taken to the State Library 
and Archives of Florida.

Q: Did you learn anything new about 
the Keys? It was insightful to hear 
many of the legislatures speak on how 
unique the Florida Keys are, and attuned 
to what works in another city in Florida 
may not be best for our community. The 
more present, and loud our island chain 
is, the better.

Fun fact: The population of our island 
chain is 76,212.

Q: Would you recommend BPW/ 
Upper Keys go again? Absolutely!!
Although there is a great deal of public interest in ensuring more women become leaders, thereby reversing their under-representation in the ranks of power, too many suggested solutions are founded on the misconception that women ought to emulate men. The thinking is: “If men have most of the top roles, they must be doing something right, so why not get women to act like them?”

But this logic fails to account for the relatively dismal performance of most leaders — who are overwhelmingly male. As we have argued before, the real problem is not a lack of competent females; it is too few obstacles for incompetent males, which explains the surplus of overconfident, narcissistic, and unethical people in charge.

As a consequence, gender differences in leadership effectiveness (what it takes to perform well) are out of sync with gender differences in leadership emergence (what it takes to make it to the top). Indeed, research shows that the prevalence of male senior leaders is not a product of superior leadership talent in men. Rather, large quantitative studies, including meta-analyses, indicate that gender differences in leadership talent are either nonexistent, or they actually favor women.

With this in mind, it would be more logical to flip the suggested remedy: instead of encouraging women to act like male leaders (many of whom are incompetent), we should be asking men in power to adopt some of the more effective leadership behaviors more commonly found in women. This would create a pool of better role models who could pave the way for both competent men and women to advance.

**Leadership Lessons for Men**

Here are some critical leadership lessons that most men can learn from the average woman.

**Don’t lean in when you’ve got nothing to lean in about.** There is a trend of telling women to “lean in” to qualities like assertiveness, boldness, or confidence. In men, such qualities can manifest as self-promotion, taking credit for others’ achievements, and acting in aggressive ways. Since there has never been a strong correlation between leaning in and being good at something — especially for men — a better option would be to stop falling for people who lean in when they lack the talents to back it up. In a logical world, we would promote people into leadership roles when they are competent rather than confident, vetting them for their expertise, track record, and relevant leadership competencies (e.g., intelligence, curiosity, empathy, integrity, and coachability). Note that all these attributes are far better evaluated with science-based assessments than via the typical job interview.

**Know your own limitations.** We live in a world that celebrates self-belief, but it is far more important to have self-awareness. And often there is a conflict between the two. For instance, awareness of your limitations (flaws and weaknesses) is incompatible with skyrocketing levels of self-belief; and the only reason to be utterly devoid of self-doubt and insecurities is delusion. Although women are not as insecure as they are portrayed to be in the self-help literature (and much of the popular media), studies do show that they are generally less overconfident than men. This is good news because it enables them to understand how people see them and gives them the capacity to spot gaps between where they want to be and where they actually are. People who see themselves in a more critical way than others do are better able to prepare, even if it means overpreparing, and that’s a solid way to increase your competence and performance.

**Motivate through transformation.** Academic studies show that women are more likely to lead through inspiration, transforming people’s attitudes and beliefs, and aligning people with meaning and purpose (rather than through carrots and sticks), than men are. Since transformational leadership is linked to higher levels of team engagement, performance, and productivity, it is a critical path to improving leaders’ performance. If men spent more time trying to win people’s hearts and souls, leading with both EQ and IQ, as opposed to leaning more on the latter, and nurturing a change in beliefs rather than behaviors, they would be better leaders.

**Put your people ahead of yourself.** It’s very hard to turn a group of people into a high-performing team when your main focus is yourself. People who see leadership as a glorified career destination and individual accomplishment are too self-centered to foster their teams’ wellbeing and unlock their subordinates’ potential. Imagine a person who is only interested in being a leader because they are chasing a bigger paycheck, the corner office, a more senior title, or any form of status. Clearly, they will be inherently less interested in making others better; their only goal is to be more successful themselves. Because men are generally more self-focused than women, they are more likely to lead in a narcissistic and selfish way. If the average male leader wants to improve their performance, they would do well to adopt a less self-centered style of leadership.

**Don’t command; empathize.** Throughout history, we have told women that they are too kind and caring to be leaders, but the notion that someone who is not kind and caring can lead effectively is at odds with reality. We are not living in medieval times. Twenty-first century leadership demands that leaders establish an emotional connection with their followers, and that is arguably the only reason to expect leaders to avoid automation. Indeed, while AI will hijack the technical and hard-skill elements of leadership, so long as we have humans at work, they will crave the validation, appreciation, and empathy that only humans — not machines — can provide. Men can learn a lot about how to do this effectively by watching and emulating women.

**Focus on elevating others.** Female leaders have been proven to be more likely to coach, mentor, and develop their direct reports than male leaders. They are true talent agents, using feedback and direction to help people grow. This means being less transactional and more strategic in their relationship with employees, and it also includes the openness to hire people who are better than themselves, because their egos are less likely to stand in the way. This enables them to unlock other people’s potential and promote effective cooperation on their teams. While we gravitate towards leaders who are self-focused and self-centered, the likelihood that such individuals can turn a group of people into a high-performing team is low.

**Don’t say you’re “humbled.” Be humble.** We have been asking for humble leaders for 20 years or so, but we keep...
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gravitating toward ones who are overconfident and narcissistic (generally not female). There are well-established gender differences in humility, and they favor women. Not all women are humble, of course, but selecting leaders on humility would result in more female than male leaders. Humility is fundamentally feminine trait. It is also one that is essential to being a great leader. Without humility it will be very hard for anyone in charge to acknowledge their mistakes, learn from experience, and be willing to change and get better. Perhaps the issue is not that men are unwilling or unable to display it, but that we dismiss them for leadership roles when they do. This must change, for humility is a critical driver of leadership effectiveness in both men and women.

Does reading this upset you? Ask yourself why. If you’re a man, does this make you feel that there’s a campaign against white males and toxic masculinity and that angry feminism is on the rise? That reaction is getting in the way of your learning from women what you can do to make yourself more successful. If you’re a woman — and/or a feminist — do you reject the idea that women are generally more likely to display feminine traits than men are? That’s exactly the reason the average woman has more potential for leadership than the average man.

At the end of the day, the only controversial aspect of our views is the notion that increasing female representation in leadership would augment rather than reduce meritocracy. The best gender equality intervention is to focus on equality of talent and potential — and that only happens when we have gender-equal leadership to enable men to learn different leadership approaches from women as much as women have always been told to learn leadership approaches from men. This article is a short cut. Men, these lessons could actually help you get even more done, if you let them.

What to try instead: Forging trust-based relationships with a diverse network may actually make you more productive by giving you new insights or someone to call upon when you need a favor. Certainly, having a psychological support team is critical for most of us. If relationship nurturing does not come naturally to you, make connecting with others a part of your regular to-do list. Each week, set a goal of having one lunch, one coffee meeting, and three quick workplace chats or email check-ins with colleagues. The visibility will be good for you, and a bit of interaction may help you learn something that will increase your impact.

You insist on integrity in others. You have high standards and you expect your senior colleagues, and especially your leaders, to be role models. When they disappoint you, you may feel it necessary to point out their failings and flaws to others. But here’s the thing: That kind of griping usually makes it back to the person you are criticizing. And when that happens, you may be shunned, you may find your job eliminated, or, at the very least, you may be the target of a counter-attack.

What to try instead: Resist the urge to utter disparaging remarks about leaders or colleagues, or to spread gossip about their missteps. When you observe or hear about someone else’s ethical lapses, appear puzzled or surprised. Rather than condemn their behavior, express curiosity about it and let everyone reach their own conclusions.

Do any of those examples of career self-sabotage look familiar to you? Have you noticed those behaviors in yourself or others? Being highly responsible is a valuable trait, but the way you express your personal values can often work against you, especially in highly political work cultures that prize "going along to get along."

If you find yourself losing ground in your current environment — and want to remain a part of it — begin to observe the behaviors of those who seem to be doing better than you are. Who are their allies? What is their ratio of heads-down work to socializing with others? How do they handle conflicting opinions? When do they take stands and when do they let issues slide? The tools they are using to navigate the institutional culture may work for you, too.

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https://www.chronicle.com/article/The-Management-Corner-Are-You/247456
The roles and responsibilities of business leaders have dramatically changed in the past few weeks. Before COVID-19, CEOs and other executives in high-growth companies were focused on fostering innovation, driving revenue, and gaining market share. Today, many of those same leaders must make rapid decisions about controlling costs and maintaining liquidity. They may encounter unforeseen roadblocks — supply chain issues, team shortages, and operational challenges — that drastically alter the scope of their roles and priorities.

All the while, they and their teams are navigating health and safety concerns, working remotely, and supporting their families through the pandemic.

This is not an easy transition. Those in charge will be tested in areas where they have not fully developed their leadership muscles, and the learning curve will be steep. They will need coaching from their own bosses and others.

Having conducted more than 21,000 leadership assessments among C-suite executives, our research team at ghSMART has learned that to move forward in a crisis, leaders need to cultivate four behaviors in themselves and their teams. They must decide with speed over precision, adapt boldly, reliably deliver, and engage for impact. The tactics below can guide you as you coach your leaders in these key behaviors.

Behavior 1: Decide with speed over precision.
The situation is changing by the day — even by the hour. The best leaders quickly process available information, rapidly determine what matters most, and make decisions with conviction. During a crisis, cognitive overload looms; information is incomplete, interests and priorities may clash, and emotions and anxieties run high. Analysis paralysis can easily result, exacerbated by the natural tendency of matrixed organizations to build consensus. Leaders must break through the inertia to keep the organization trained on business continuity today while increasing the odds of mid- to long-term success by focusing on the few things that matter most. A simple, scalable framework for rapid decision-making is critical.

You and your leaders should:
• Define priorities. Identify and communicate the three to five most important ones. Early in the crisis, those might include employee safety and care, financial liquidity, customer care, and operational continuity. Document the issues identified, ensure that leadership is fully aligned with them, and make course corrections as events unfold.
• Make smart trade-offs. What conflicts might arise among the priorities you have outlined? Between the urgent and the important? Between survival today and success tomorrow? Instead of thinking about all possibilities, the best leaders use their priorities as a scoring mechanism to force trade-offs.
• Name the decision makers. In your central command “war room,” establish who owns what. Empower the front line to make decisions where possible, and clearly state what needs to be escalated, by when, and to whom. Your default should be to push decisions downward, not up.
• Embrace action, and don’t punish mistakes. Missteps will happen, but our research indicates that failing to act is much worse.

Behavior 2: Adapt boldly.
Strong leaders get ahead of changing circumstances. They seek input and information from diverse sources, are not afraid to admit what they don’t know, and bring in outside expertise when needed.

You and your leaders should:
• Decide what not to do. Put a hold on large initiatives and expenses, and ruthlessly prioritize. Publicize your “what not to do” choices.
• Throw out yesterday’s playbook. The actions that previously drove results may no longer be relevant. The best leaders adjust quickly and develop new plans of attack.
• Strengthen (or build) direct connections to the front line. In triage situations, it’s crucial to have an accurate, current picture of what is happening on the ground. Whether running a supply chain, leading a waste management company, or overseeing a pharmaceutical company, leaders must get situational assessments early and often. One way is to create a network of local leaders and influencers who can speak with deep knowledge about the impact of the crisis and the sentiments of customers, suppliers, employees, and other stakeholders. Technology can bring the parties together; think internal wikis that capture issues, solutions, innovations, and best practices. Effective leaders extend their antennae across all the ecosystems in which they operate.

Behavior 3: Reliably deliver.
The best leaders take personal ownership in a crisis, even though many challenges and factors lie outside their control. They align team focus, establish new metrics to monitor performance, and create a culture of accountability.

You and your leaders should:
• Stay alert to and aligned on a daily dashboard of priorities. Leaders should succinctly document their top five priorities (on half a page or less) and ensure that those above them are in accord. Review performance against those items frequently — if not daily, perhaps weekly — and make sure that leaders share this information with direct reports. Review and update your “hit list” at the end of each day or week.
• Set KPIs and other metrics to measure performance. Choose three to five metrics that matter most for the week, and have leaders regularly report back on each.
• Keep mind and body in fighting shape. To reliably deliver, leaders must maintain their equanimity even when others are losing their heads. Establish a routine of self-care: a healthy diet, exercise, meditation, or whatever works best for you. Stock up on energy, emotional reserves, and coping mechanisms.

Behavior 4: Engage for impact.
In times of crisis, no job is more important than taking care of your team. Effective leaders are understanding of their team’s circumstances and distractions, but they find ways to engage and motivate, clearly and thoroughly communicating important new goals and information. This point deserves extra attention, because although the COVID-19 pandemic is, of course, a health crisis, it has sparked a financial crisis as well. Your leaders need to reiterate new priorities frequently to ensure continued alignment in this time of constant and stressful change.

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simple yet powerful solution is to ask to move them back. Employees, and women in particular, worry that if they ask for more time, they’ll be seen as less competent and motivated. The extension will give you the chance to put your best foot forward. And if you’re the manager, think about how you can help your reports request the time they need to do the best job without worrying about harsh judgment.

**Learn how to say no, but don’t use time as an excuse.** It may be tempting to start turning down requests at work (and life) as a strategy for combating time pressure. It might be even more tempting to refuse by telling others you’re too busy. But time-related excuses have a high social cost. People who make them are seen as less likable and less trustworthy. This is because time is perceived as personally controllable. (We all have 24 hours in a day, right?) If in reality you don’t have the time, try to make it clear that the reason is something outside your personal control, such as family obligations or unexpected travel.

**HOW EMPLOYERS CAN HELP**

HR departments have great opportunities to improve talent recruitment and retention by helping employees be time savvier and showing prospective hires that they promote time affluence for workers.

**Reward employees with time, not money.** My research, as well as studies done by others, suggests that employers benefit from this approach because workers who take time off are more engaged, creative, and productive. Yet people often don’t take all the days off they’re allowed, and when given the choice between time-saving and material rewards, most employees prefer the latter. Limiting employees’ choices may help. So if organizations want to make the most of time-saving rewards, they probably should avoid making them optional.

**Give time-based rewards a cash value.** Another strategy is to appeal to that money-first mindset and make time savings seem financial. As one Silicon Valley HR leader suggested to me, “To better motivate people to apply for jobs that tend to have lower pay and more vacation time, we should show the total compensation package, not just the salary, putting a value on health care, child care, public transportation subsidies, vacation, and sick leave, and calculating it for all. That way, employees will know what they are truly paid.”

Marketing time as money could be a crucial talent recruitment strategy, as across all these studies the monetized benefits positively shifted perceptions about organizations: Job seekers reported that they thought those employers truly cared about employees and were more considerate of work-life balance. And companies could enjoy an additional upside: increased diversity. Women often see high-powered jobs as equally attainable but less desirable. This simple and costless intervention could draw more women into the applicant pool by making a company seem more family-friendly.

Time is hard to account for — it’s easily consumed, squandered, and lost. But it receives far less attention than money does. Few of us carefully budget how we’ll spend our next small windfall of time. We worry about wasting money on a cup of coffee every day, and how that adds up, when we should be just as concerned about all those minutes we fritter away that could have been used to make us happier. And very few of us strategize about how to gain a large chunk of time in the future, perhaps to devote to a rewarding project or to enjoy a family vacation.

This year let’s all resolve to be as deliberate about time as we are about money and work. Before spending your next cent, think about whether that purchase will enhance your use of time. Before making your next work-related decision, think about the impact it will have on your time with your family, and how much you will enjoy being with them. Remind yourself that it’s not true that there will always be more time later. There won’t!

As a manager, think about the signals that performance rewards and incentives send to your people. Ask yourself whether you make it easier for your employees to ask for more time to complete projects, to spend less time stuck in traffic, to waste less time taking cheaper indirect flights, to reduce their stress and improve their productivity. As the data I’ve collected over many years and across many countries suggests, your happiness and health and the health of your organization could depend on the trade-offs you make (and help your employees make) each day.

While our overarching focus on financial gain has created economic growth, it has had a cost. All of us — employees and managers alike — should consider giving up money to have more and better time. Time is a precious resource. Rethinking how we value it will help us answer the more fundamental question of how to maximize individual and societal well-being — and help all of us escape the stress traps of everyday life.

Ashley Willans started her career as an actor. She was perhaps best known for playing the “stink-eye girl” in the hit movie Juno, but it wasn’t long before she turned from making people smile and laugh to studying what makes people smile and laugh.

**Excerpted from [https://hbr.org/cover-story/2019/01/time-for-happiness](https://hbr.org/cover-story/2019/01/time-for-happiness)**

Note: This was written before the current pandemic, so some suggestions that would not work today are worth considering when we return to a more normal existence.

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“She forced herself to stop thinking ... She was disciplined enough to do this nontinking for short stretches, during the daytime at least. She had done it in other crises of her life; at times it was the only way to manage.”

~ Laura Z. Hobson, American Publicist, Journalist, Writer, 1900-1986
You and your leaders should:

- Connect with individual team members. Reach out daily for a “pulse check” with at least five; block out time on the calendar to do this. Relate on a personal level first, and then focus on work. One leader we know conducts 30-minute “wind down” sessions with direct reports each Friday afternoon via Zoom. People share their states of mind along with the week’s highlights and low points.

- Dig deep to engage your teams. When communication breaks down and leaders act without team input, as can more easily happen when work is remote, they get subpar results.

- Ask for help as needed. The best leaders know they can’t do everything themselves. Identify team structures and assign individuals to support key efforts.

- Ensure a focus on both customers and employees. To support customers:

  Reach out, but first do no harm. Track and document intel across your customer base. To strengthen relationships and build trust, keep the focus off yourself and explore how you can truly help your customers — for example, by proposing payment schedules to ease their liquidity crunch or offering pro bono or in-kind provision of services. To support employees: Lead with empathy and a focus on safety and health. Compassion goes a long way during turbulent times. Find ways to lend material aid to frontline employees who cannot work remotely, such as first responders, couriers, and trash collectors.

- Collect and amplify positive messages — successes, acts of kindness, obstacles that have been overcome. Many companies are tied to a noble purpose, such as saving lives, manufacturing medical equipment, helping markets function more efficiently, or providing joy. Whatever your purpose, celebrate your daily (often unsung) heroes. Simply staying productive in these times is heroic.

Training your team for crisis leadership. As a leader of leaders, you are navigating new and ever-changing priorities with limited time to react. Some small investments in support and coaching can go a long way toward boosting your leaders’ effectiveness.

Moments of crisis reveal a great deal about the leaders below you. Once the immediate fire is under control and you have a moment to catch your breath, think about who rose to the occasion, who struggled, and why. Consider how roles will change in the post-crisis world and whether your key executives are positioned for success. Last and most important, ask yourself whom you want at the table both in the current crisis and in the longed-for tomorrow when we emerge to a new normal.

https://hbr.org/2020/04/4-behaviors-that-help-leaders-manage-a-crisis
The Education Foundation of the Florida Foundation of Business and Professional Women’s Clubs, Inc. (aka EFFFBPWC, Inc. and/or the BPW/FL Education Foundation), a 501(c)(3) tax-exempt non-profit organization, was established in 1965 by the members of BPW/FL. Its purpose is to provide housing opportunities for female college students at state college and university campuses across the state of Florida.

Greetings, BPW/FL members!

What a difference four months have made since my last report to you all! I’m one of those organized folks that actually keeps a list of things to include in my next FBW article, and they all seem a little irrelevant right now. At press time, your Education Foundation is in a holding pattern. A strategic planning retreat planned for March was obviously postponed until we can have a face-to-face meeting again. We’ll be considering some significant changes to the Foundation’s strategies – thanks to so many of you who completed the online survey asking for your input on some of our options. That will be our next big task, and hopefully we’ll be able to see it through before State Conference so that we can move forward.

Up until March, our relationships with the two Scholarship Houses continued as normal, with goody bags sent to both in January to welcome residents back. Our House at Florida Atlantic University elected a new liaison to our Foundation for the spring semester, Leonela Gaither, who is from Homestead. She shared with us the fact that they have not had funds to purchase shirts for the residents in quite some time, so we used monies from the Jackie Fleener Fund to purchase shirts for everyone in the house. They were intended to be received just prior to their annual BPW week of recruitment activities, but alas that was cancelled. Leonela reports that the House is not technically closed, but that most residents have followed the suggestion to go home.

We’ve remained in communication with Southern Scholarship Foundation regarding the Tallahassee House. At last check, the House was still open with some residents remaining on site. All of the campuses are closed, of course, and students are continuing their education virtually. We will stay in touch to be sure that everyone has what they need, and we’ll be ready to welcome residents back in future semesters.

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Mentoring Subcommittee

Several members from around the state have been participating on the mentoring subcommittee, to develop opportunities for our members to engage with the Scholarship House residents. We were in great shape to launch the program before State Conference, but that is also in a bit of a holding pattern. Ironically, we had been researching the various video conferencing platforms before it became a hot topic! We’re pleased that we’ve been able to share some of that research with others who needed it all of a sudden. Stay tuned for next steps on this project.

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Nominations / Elections of Officers

You’ll see separately information about the call for nominations for 2020-22 Foundation leadership positions. We hope that you’ll consider running for an office and sharing your time, treasure and talent to continue the work that the Foundation does on all of our members’ behalf. It’s a tremendous legacy that we have to carry forward, and we need you!

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P.S. If you’re on social media, please “like” us at www.facebook.com/ BPWFLEdFdn.
BPW/Florida’s Mission

To achieve equity for all women in the workplace through advocacy, education and information.

BPW Foundation’s Mission

To empower working women to achieve their full potential and to partner with employers to build successful workplaces through education, research, knowledge and policy.