INCLUSIVE LEADERSHIP

What makes people feel included in organizations? Feel that they are treated fairly and respectfully, are valued and belong? Many things of course, including an organization’s mission, policies, and practices, as well as co-worker behaviors.

But mostly it comes down to leaders. We find that what leaders say and do makes up to a 70% difference as to whether an individual reports feeling included. And this really matters because the more people feel included, the more they speak up, go the extra mile, and collaborate — all of which ultimately lifts organizational performance.

Given this formula, inclusive leadership is emerging as a unique and critical capability helping organizations adapt to diverse customers, markets, ideas and talent. Our previous research found that inclusive leaders share a cluster of six signature traits:

- **Visible commitment:** They articulate authentic commitment to diversity, challenge the status quo, hold others accountable, and make diversity and inclusion a personal priority.
- **Humility:** They are modest about capabilities, admit mistakes, and create the space for others to contribute.
- **Awareness of bias:** They show awareness of personal blind spots, as well as flaws in the system, and work hard to ensure a meritocracy.
- **Curiosity about others:** They demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.
- **Cultural intelligence:** They are attentive to others’ cultures and adapt as required.
- **Effective collaboration:** They empower others, pay attention to diversity of thinking and psychological safety, and focus on team cohesion.

This sounds like a laundry list, so it’s not surprising that we are regularly asked which is the most important trait. The answer depends on who is asking. If it’s the leader, commitment is the most critical, because without it, the other five attributes can’t be fully developed.

For those working around a leader, such as a manager, direct report or peer, the single most important trait generating a sense of inclusiveness is a leader’s visible awareness of bias. To underscore this insight: Our analysis of the 360-degree Inclusive Leadership Assessments (ILA) of more than 400 leaders made by almost 4,000 raters reveals that while all six traits are important and operate as a cluster, a leader’s awareness of personal and organizational biases is the number one factor that raters care most about.

Comments from raters on the ILA tell us that they particularly notice, for example, when a leader “constantly challenges (their) own bias and encourages others to be aware of their preconceived leanings” or when a leader seeks insight into their biases by, for example, “[Asking] others to test whether their thought process is biased in any way.”

But this is not all. Raters are not looking for a simple acknowledgment of bias, tinged with a fatalistic sense that little can be done about it. They care about awareness of bias coupled with two additional behaviors:

- **Humility:** Raters want to see that their leaders are determined to address their biases. Fatalism looks like “Hey, I know I have this prejudice, but whatever, I am what I am.” In contrast, leaders who are humble acknowledge their vulnerability to bias and ask for feedback on their blind spots and habits. For example, one direct report told us that their leader “is very open and vulnerable about her weaknesses, which she mentions when we undergo team development workshops. She shares her leadership assessments openly with the team and often asks for feedback and help to improve.” Our research shows that when cognizance of bias is combined with high levels of humility, it can increase raters’ feelings of inclusion by up to 25%.
- **Empathy and perspective taking:** Raters aren’t looking for their leaders to try to understand their viewpoint and experience as a dry intellectual exercise, but empathically. That means understanding others deeply and leaving them feeling heard. For example, one rater commented “[The leader’s] empathy in interacting with others, makes [the leader]...” (Continued on page 20)

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Florida Business Woman

Florida Business Woman, the official publication of BPW/FL, is published three times annually by the Florida Federation of Business and Professional Women’s Clubs, Inc. (BPW/FL. Membership subscription is included in Federation dues.

Upcoming advertising and copy deadlines:

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Advertising Rates:

- **Single issue**
  - Full Page $175
  - Half Page $100
  - Back Cover (1/2 p) $150
  - Quarter Page $50
  - Business Card $25

- **Two issues**
  - Full Page $315
  - Half Page $180
  - Back Cover (1/2 p) $270
  - Quarter Page $90
  - Business Card $45

- **Three issues**
  - Full Page $420
  - Half Page $240
  - Back Cover (1/2 p) $360
  - Quarter Page $120
  - Business Card $60

The rates quoted are for BPW/FL members. Non-member fees are double the member fees. Color ads will show online but the print issues will be black & white. All copy and ads (with check) should be sent directly to the Editor. Please make checks for ads payable to BPW/FL.

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.

Florida Business Woman is produced by:
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Visit BPW/FL at www.bpwfl.org.
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MESSAGE FROM THE PRESIDENT

BPW Members:

I find myself in a reflective mood as I begin this President’s Message. I am thinking about the women of 100 years ago. Our BPW founding mothers so to speak. They had fought for decades in an ever-changing world for the right to vote. I wonder what they thought women might accomplish over the next 100 years.

These are the women who broke the glass ceiling of women in the workplace. Yes, some of that happened because there was a war and they needed women to continue different industries. But when the men came home, not all women went back home to be housewives. Now, before we go any further, please do not misunderstand me; I truly believe that said not all of us are cut out to be housewives and/or stay at home mothers, and our roles are just as important. 100 years ago all women in the United States had the right to vote for the first time.

I wonder where we will be in another 100 years. Will we still have the right to vote? Will this country still exist as the democracy we know? We have seen so many changes through the last 100 years for good and bad, but one thing continues to be true, there is nothing easy about freedom and equality. They must be fought for daily. One of the simplest ways for our voice to be heard and to fight for our freedom and equality is to exercise our right to vote. We fought hard for it, we need to continue to protect it and USE IT! With this upcoming election, it doesn’t matter if you are a Democrat, Independent, Republican or No Party Affiliation, we need to educate ourselves and have conversations, not arguments, about candidates and their goals for our city/state/country. Elections are not supposed to be about who yells the loudest, but who will promote the best interest of the people.

Right now we hear a lot about voter fraud with mail in ballots. I encourage you to research the issue on your own, but I can’t find any credible information out there that proves that Florida has had any issues with voter fraud since we started allowing votes by mail. With that said, I will also say that if you are going to vote by mail, please make sure that you have updated your signature with the Supervisor of Elections (SOE). If your vote is rejected, SOE will reach out to you via the email address on the back of your ballot to come in to fix it (prove your identity, etc.). You only have two days AFTER the election to fix your mail in ballot. Early voting, voting by mail, going to the polling place, it is your choice, in Florida, and it doesn’t really matter which you chose; it, as so many things in life, is a personal choice.

COVID-19 Relief Fund – Members, please do not forget that your Board of Directors voted to put a COVID-19 Relief Fund in place to assist our members with payment of their BPW/FL dues. Please if you are in need of assistance, send an email to me at jerry.bpw.president@gmail.com and advise me of your need and why your BPW membership is important to you. (Please remember, we don’t need anything more than a statement that says, “I am requesting assistance with my BPW/FL dues.”)

As always, we are stronger together.

Jerri
Jerri Evans
President, BPW/FL, 2019-2021
jerri.bpw.president@gmail.com
BPW/FL COMMITTEE CHAIRS

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<td>Karen Lund</td>
<td>Hernando County</td>
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<td>Florida Business Woman</td>
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<td>St. Petersburg-Pinellas</td>
<td><a href="mailto:vickifaulkner@gmail.com">vickifaulkner@gmail.com</a></td>
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<td>Leadership</td>
<td>Vicki Faulkner</td>
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<td>Membership</td>
<td>Ilja Chapman</td>
<td>St. Petersburg-Pinellas</td>
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<td>Upper Keys</td>
<td><a href="mailto:sydgibson10@gmail.com">sydgibson10@gmail.com</a></td>
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<td>Sheri McCandless</td>
<td>Gold Coast</td>
<td><a href="mailto:sheri.m@comcast.net">sheri.m@comcast.net</a></td>
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<td>Strategic Planning Task Force</td>
<td>Jacki Skelton</td>
<td>Calusa</td>
<td><a href="mailto:jrworldtravel@hotmail.com">jrworldtravel@hotmail.com</a></td>
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| CONTRACT POSITIONS   |                        | St. Petersburg-Pinellas | bpwtiki@gmail.com         |
| Business Manager     | Tiki Bates             |                           |                            |
| Website              | StudioX                |                           |                            |

Please contact the above committee chairs if you would like to help; contact information can be found at www.bpwfl.org.

CHANGE IS NORMAL

By Marsha Lindquist

Are you waiting for things to get back to normal? Some people insist that if the normal and good old days were so good, they would still be here. But let’s be reasonable, changes happen and often for the better. THAT is normal. We can be sure of a few things in our future and that is that exciting changes in our personal and business lives will continue, particularly as we get more experienced and as the world around us changes at internet pace. As we shuffle about at a quicker pace and satisfy our hungry need for instant everything, we can look forward to accelerated changes in our business structure, technology and products.

The world is filled with risks, changes and opportunities. Everything we do is at a fast pace - fast food, fast track, fast internet, fast transportation. We have more stress because we are expected to do everything faster and more efficiently than we ever did…many times with fewer resources. How we react to the forces that change our world depends on how we view the world, or in simpler terms, our attitude.

Our view or attitude tells us how happy we are with our lives. When you look at the things that you do fast, do you get a positive or negative feeling about them? What happens when someone imposes change on you or when “life happens”? Odds are you aren’t feeling positive about it. When we have control over the changes, we often see them differently. What would happen if we took that same attitude that happens when we are in control of the change and try to apply it to the times when we aren’t? Likely we’d feel more positive. Change is a part of life for everyone and everything. Seasons change, people change, emotions change, and businesses change.

Companies will continue to change dramatically. Headlines will still be filled with merging, downsizing, and restructuring. Why is all of this happening? Mostly because companies are fighting to regain or maintain strength in a rapidly changing, unforgiving, globally competitive environment. How do you thrive? The secret is to take the changes that are surrounding you in your markets and businesses to make yourself more valuable than ever to your company.

So let’s try to focus on changing our view to meet our environment. I’m not suggesting that everything at your job will always be enjoyable to you. But you can change your mindset. It will not be easy. It requires you to move past the people who would rather complain. We’re often told to view change as an opportunity rather than a problem but most of us deeply dislike being forced to deal with change. The reasons for this are simply logical and emotional – fear of the unknown, fear of the potential loss of something as a result, and fear of failure is always a possibility. It’s normal to feel uncomfortable with change. Wouldn’t you wonder about yourself, or anyone else, if you enjoyed having your life abruptly and surprisingly overturned?

Marsha Lindquist, CEO of The Management Link, Inc., has over 30 years experience as a business expert in Government contracting. For more information on her, please visit: https://graniteleadershipstrategies.com/marsha-lindquist/ or email her at Marsha@GraniteLeadershipStrategies.com
REPORTS FROM THE EXECUTIVE COMMITTEE

President-Elect

Greetings from your newly elected President-Elect!

I hope this finds each of you healthy, mentally, physically, and financially, as we all struggle to cope with what the global pandemic has brought to each of us personally and professionally, locally, as a state and as a nation.

As President-Elect, I am in a learning year, you might say an apprentice to our State President, Jerri Evans. I have also accepted the appointments as Chair of both the 2021 State Conference Committee and of the Strategic Planning Task Force. (See separate reports on each of those committees for updates.)

While we are still under phased openings due to the Governor’s Executive Order for the COVID-19 pandemic and it has changed how we do business and conduct our meetings, the good thing is that we are now using video conferencing technology to hold more and more of our meetings and events from the State to the LO level. Several LOs have held their meetings, educational workshops (webinars) and even happy hour events in this year of the “new normal”.

As your President-Elect, I plan to visit each of your LOs virtually as many times as I can, so be sure to put me on your meeting announcement email list, so that I can pop in and say hello as often as my schedule permits.

Sheri McCandless
2020-21 BPW/FL President-Elect

Council of Presidents Delegate

Dear Members of BPW/FL,

Do you know BPW/FL has a Council of Presidents and they have an elected delegate representing them? When I joined BPW/Upper Keys back in 2014, I was not aware my membership would reach further than my BPW local organization (LO). I did not know BPW/FL voted during their Fall Conference in 2013 to create a Council of Presidents and the position of Council of Presidents (COP) Delegate.

This year, 2020-2021, I have the honor and responsibility to serve as the COP Delegate. I am very fortunate to have served as an LO president on the council for the last two years under the leadership of Dorothy Baudry as our Delegate. I would like to take this opportunity to thank Dorothy for her fierce leadership and guidance during her term. She kept us on our toes and kept the communication flowing and presented it with charm and humor. She certainly inspired me to take on this position. Thank you Dorothy for your service!

The position of COP Delegate was created as an integral assistance and voice to the BPW/FL Executive Committee (EC) directly from the thirteen LOs. The Delegate communicates between the EC and the LOs 1) about decisions made at the state level and 2) to let the state leadership know the needs at the local level. The council meetings, organized by the Delegate, give the LO presidents the ability to meet regularly, outside of conferences and board meetings, to learn from each other by sharing information regarding leadership, fundraising, programming, and member retention, to name a few.

The COP and the position of its delegate are described in both the BPW/FL Handbook and Bylaws but here is a short summary of what you should know. The COP Delegate:
- Shall serve as an advisor to the LO presidents, be responsible to the EC for the direction and coordination of the LOs, and coordinate training for incoming LO presidents.
- Shall be an immediate past LO president or current LO president serving in a consecutive year and be elected by the LO Presidents Council at each annual state conference.
- Can serve two terms per the BPW/FL bylaws.
- Is a voting member of and a representative voice of LO presidents on the BPW/FL EC.

If you, a BPW/FL member, have a topic you want to be addressed at the BPW/FL Council of Presidents, I encourage you to reach out to me directly or to your LO president. We are here to serve the membership and gladly hear how BPW/FL can work towards what is important to you.

Warm Regards, Ilja Chapman
BPW/FL Council of Presidents Delegate 2020-2021
Immediate Past President, BPW/Upper Keys
Ilja.bpwfl@gmail.com, 305-998-8348

Carole J. Tolomeo
Mobile: 954-648-6876
cjtolomeo@aol.com
BPW/Fort Lauderdale
President 2020-2021
BPW/FL President 1993-1994
Breast Cancer Fund

I hope this finds all members well and adjusting to the new normal. For some, our everyday lives may have become inconveniented; for others, our lives may have been turned upside down. Now more than ever we need to be aware of our family, friends, and neighbors. Sometimes the smallest act of kindness can impact someone more than you know. A kind word, a small gift, a card to say hello or a phone call to let someone know they are not alone.

I like to think of the BPW Breast Cancer Fund as that act of kindness that lets someone know they are not alone. A kind word, a small kindness can impact someone more than you know. Whether this is a skill set that you share your draft revisions with the Bylaws & Handbook Committee ahead of your membership’s vote so that we can help ensure that they’ll be in compliance and cover all the areas that you might need in the future.

For those not familiar with the Breast Cancer Scholarship, any BPW member in good standing may 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.

If your LO has collected funds for the BPW/FL Breast Cancer Fund during this past year, please contact Tiki Bates at BPWtiki@gmail.com, and she can give you the address to send the check to. Do not hesitate to reach out to me if you have any question about the fund. Stay safe & be well.

Karen Lund
Breast Cancer Fund Chair

Bylaws

Greetings, members! Your Bylaws & Handbook Committee had a memorable 2019-20 BPW year. We did some significant revisions to the Model LO Bylaws to bring us up to date and address current needs. We drafted emergency bylaw language to allow all of your LOs to meet electronically during the pandemic, and worked with the Membership Committee to create and pass budget amendments that moved unused monies into a fund to help members cover their state dues if they have financial hardship as a result of COVID-19 (reach out to your LO leadership if you need to use this!).

These were really rewarding projects, and they showed the importance of our committee in helping the organization navigate uncharted waters.

The committee has been put to work already this year, with some additional modifications to the Model LO Bylaws to ensure flexibility in future circumstances. Only five LOs have sent in their revised bylaws (Englewood-Venice, Halifax, Hernando County, St. Petersburg-Pinellas and Upper Keys). If your LO is not among these, please do take the time to update your bylaws. We strongly encourage that you share your draft revisions with the Bylaws & Handbook Committee ahead of your membership’s vote so that we can help ensure that they’ll be in compliance and cover all the areas that you might need in the future.

The Model LO Bylaws and submission form can be found in the Members-Only section of the state website.

We are still in need of one additional member on the state committee, which currently consists of myself as Chair, Lorraine Pollock (Member-At-Large, Orlando), and Mary Giddens (Member-At-Large, LaBelle, and BPW/FL Parliamentarian). Whether this is a skill set that you have, or one that you’d like to develop, we welcome your participation! Let me know if I can answer any questions if you’re interested.

Who knows what unusual things lie ahead for us to address in the 2020-21 year? We stand at the ready to be creative, responsive, and forward-thinking.

Tami Simms, BPW/FL Bylaws Committee Chair

Leadership

What is the WOMEN IN TRANSITION (WIT) Program?

Based on research by BPW Foundation, three types of transition-based forces are shaping workplaces and workforces:

- **Career-focused transitions** occur as employees move along the continuum of their career—requiring and/or wanting new skills and experiences that can enhance their employability.
- **Market or workplace-induced transitions** are precipitated by changes in the market or in the workplace and put pressure on both employers and employees to adapt, such as organizations moving or downsizing or closing.

BPW/FL has chosen to focus on three specific transitions:

- Women entering the work force—the economic climate presents more challenges than in the past for women.
- Women going back to work after a “pause”—research indicates that women have a particularly difficult time, with only 40% ending up with full-time positions and callback rates on job applications at only 3% when there is a work gap of six months or more.
- Women leaving the military—there are unique challenges in translating work in the military into experience recognized by those outside the military.

The content of the WIT program has three components:

- Overcoming Negativity and Building Self-Esteem
- Maximiizing Your Reach
- Getting (Back) Into the Game

The points are appropriate for all participants and can be covered through a lecture, an interactive workshop or online. Whatever method is used should include written, verbal, or a combination of the two responses so that participants will be an active part of the activity. Each LO can adapt this material to what best fits the needs of their LO and community.

Guidance can be provided as to what method(s) to use and what might be encompassed within each component, including a list of resources for the local organization (LO) and/or women in transition. For more information, please contact the Leadership Chair, Vicki Faulkner, at vicki.faulkner@gmail.com or 727-735-4575.

Vicki Faulkner, BPW/FL Leadership Committee Chair
Nominations

At our Annual State Conference to be held in June 2021, we will be electing BPW/FL officers for the positions of Vice President, Secretary and Nominations Chair. This is a great opportunity to become more involved in BPW leadership roles for a one year term. Please take the time to reach out and share your time and talents in continuing to strengthen BPW/FL to empower women in the workplace through advocacy, education and information and also passage of the Equal Rights Amendment.

The deadline for submission to be printed in the conference issue of Florida Business Woman is March 30. After that date, your nomination would be announced from the floor at State Conference. Specific information concerning the eligibility requirements and responsibilities of these positions can be found in the BPW/FL Handbook and the By-laws or feel free to contact me with your specific questions at 941-416-1950 or Sydgibson10@gmail.com.

Syd Gibson
BPW/FL Nominations Chair

Public Policy

BPW/FL members, unfortunately our Public Policy Chair found that she was not going to be able to fulfill the needs of the committee over this year with her current level of leadership, personal and professional obligations, so we are in need of a Public Policy Chair. If you are interested or passionate about our Public Policy Platform and/or BPW/FL’s voice in Tallahassee, please reach out to me (even if you just want to be part of the committee and not the chair, the committee needs more members, too) at jerri.bpw.president@gmail.com. Thank you.

These are strange times we are living in. We lost two of the most well-known civil rights leaders on the same day, Congressman John Lewis and C.T. Vivian; we are experiencing the worst health crisis in our country’s history; we are seeing more civil unrest, both violent and non-violent, than we have seen in many years; we are experiencing a whittling away of rights for women; and through all of this, we are in the middle of a presidential election.

No matter where you stand on any of the issues mentioned above, they are issues that our Public Policy Platform speaks to. Our first Platform item is 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.”

Our fourth Platform item is 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.

As we move forward in this 100th year of women voting, I am hopeful that you will remember the struggles of those before us and educate yourselves, and others, on the importance of voting. I also encourage you to keep our Public Policy Platform in mind as you vote for those who will be responsible for protecting and representing our interests as we start our next 100 years of voting.

Public Policy Committee

Public Relations

Not long ago, I was asked what is Public Relations? How does it differ from Public Policy?

Let’s start with Public Policy. Public Policy revolves around government engagement in issues and the framework of laws impacting the public’s (that is all of us) daily lives and activities. In the BPW/FL governing documents, our Public Policy Committee revolves around our Public Policy Platform, which is adopted annually by our membership. The committee’s focus is to monitor proposed legislative activity and inform our members that their action may be required should pending legislation hinder areas of concern to women.

On the other hand, Public Relations is the practice of spreading information between an individual or organization (like BPW) and the non-member general public. The information is generated internally from us to gain exposure to others. The aim is to inform and ultimately persuade others to have a favorable view of BPW at the state or local level.

Using the old compare and contrast analysis, Public Policy is action taken by BPW members to influence pending legislation whereas Public Relation’s aim is to spread information about BPW to non-members to inform them about the actions and positions taken by members of BPW.

Although public relations and public policy may seem to serve different purposes, your involvement can lead to success in both areas for BPW/FL and for communities in large. Committees like Public Policy allow us to clearly and effectively communicate to legislators, politicians, membership, and our communities where BPW/FL stands on issues. It provides us a goal and a vision for the future, a compass, to allow us to continue to adjust our path and shape the future. Public Relations provides a platform to share the success, goals, and opportunities and providing education and information to our membership and communities.

(Continued on page 15)
A life well planned allows you to

LIVE YOUR LIFE.

While you may not be transitioning your business and sharing a new passion with your granddaughter – your life is just as unique. Backed by sophisticated resources, a Raymond James financial advisor can help you plan for what’s important to you. That’s LIFE WELL PLANNED.

Kristin Smith, WMS, RICP®
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www.raymondjames.com/kristin

IN HONOR OF THE 100TH ANNIVERSARY OF THE 19TH AMENDMENT

Suffragents: Fathers, Sons, Brothers, Husbands and Friends

Surprising to some, many of the suffragists’ strongest supporters were their husbands, fathers, brothers, uncles, and other men. There were men throughout the country who were themselves suffragists and who lent their support to advancing the women’s cause. Showing family influence, many young female suffragists were inspired to take action in the political arena because their fathers were politically active. It is a testimony to their democratic values that a large number of American men consistently supported women’s causes.

There were more than 50 electoral campaigns and in everyone, a large number of men — often above 40% — voted in favor of equal suffrage. A majority of male voters in New York, California, and eleven other states actually approved it. In 1920, after the overwhelmingly male Congress and 36 state legislatures approved it, the 19th Amendment was ratified and rightly hailed as truly a mutual victory.

In *Suffragents: How Women Used Men to Get the Vote*, Brooke Kroeger examines the critical role men played in the women’s suffrage movement through the creation and mobilization of the Men’s League for Women’s Suffrage. From 1908 to 1920, the New York Men’s League hosted fundraisers, participated in marches, gave public speeches, and lobbied government officials for the cause. According to Kroeger, the Men’s League was a “momentous, yet subtly managed development in the suffrage movement’s seventh decade.”

While *Suffragents* focuses exclusively on the New York branch of the Men’s League, Kroeger acknowledges that the organization was much larger in scope and created a national network of prominent men who advocated for suffrage through their public presence, such as socialist Max Eastman, muckraker Upton Sinclair, historian Charles Beard, and financier James Lees Laidlaw. However, Kroeger asserts that one of the unique aspects of the Men’s League was that the men were subordinate to the women and their agenda was largely guided by women leaders of the movement.


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Suffrage: Women’s Long Battle for the Vote

Follow the long and dramatic 72-year fight for women’s right to vote with this thrilling and extensively researched account of the Women’s Suffrage Movement by distinguished historian Carol DuBois! Beginning with the Women’s Rights Movement’s early years, and bold activists like Lucretia Mott, Elizabeth Cady Stanton, Susan B. Anthony, and Sojourner Truth, DuBois explores how the movement rose and fell; how the crushing disappointment of women being denied the vote with the 15th Amendment led to a schism between many people who had long worked shoulder to shoulder as abolitionists; and then introduces a new generation of champions like Carrie Chapman Catt and Alice Paul who helped make the 19th Amendment a reality fifty years later. This authoritative history, released for the 100th anniversary of the 19th Amendment’s ratification, is a stirring account of one of the most important movements in American history.

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Dear Friends Celebrating the Suffrage Centennial,

As August 18-26 approaches, the National Women’s History Alliance (NWHA) offers the enclosed link to an 11-page Centennial Update to highlight some of the major upcoming events along with some new links and resources. Especially this year, along with the suffrage centennial, we want to emphasize the importance of the vote, so hard won and so decisive.

Despite the virus, countless events, real and virtual, will mark this month’s historic anniversaries and the months that follow. Online events will make many of these diverse, widespread celebrations easily accessible as never before.

To recognize women’s successful grassroots drive to win the vote, suffrage centennial-oriented groups have grown up across the country to orchestrate celebrations and generate new and exciting educational materials. The Update lists over 100 organizations over four pages, and there are surely many more recognizing the centennial. The final two pages that follow feature festive centennial items that the NWHA is now offering On Sale.

Since many groups are extending centennial celebrations through the year to August 26, 2021, we can make the most of another focused year to educate our fellow citizens and commemorate women’s lasting victory. The suffrage and women’s rights movements make up the very roots of women in politics and women rising in national leadership.

This centennial cannot be lost to the restrictions and impact of the tragic pandemic. While we look forward to new and healthy opportunities ahead, we acknowledge and respect the pain and intimate personal loss felt by so many families today.

During August and afterwards, we will continue to commemorate this significant anniversary for women and their significant victory for equal rights and an end to prejudice against women.

This is the link to the Updated Gazette: [https://nationalwomenshistoryalliance.org/wp-content/uploads/Centennial-Update-Fall-2020-2021.pdf](https://nationalwomenshistoryalliance.org/wp-content/uploads/Centennial-Update-Fall-2020-2021.pdf)
DOING FOR MAXIMAL PRODUCTIVITY

By Naphtali Hoff

OK. So, we’ve planned our work and put systems into place to keep our people informed and rowing in the right direction. The next step towards increased productivity is to roll up our sleeves and get to work.

The five components of this step are:

1. Remove distractors
2. Schedule tasks and block time
3. Go all in on tasks
4. Knock out the two-minute tasks
5. Maintain high energy levels

In many respects, the first step can be the hardest one, largely because of the number of distractors that vie for our attention. Here are some ways to remove distractors.

• Find quiet time. Whether it’s early in the morning before everyone shows up at the office, during lunch or some other time, there are bound to be times when you can work without having to respond to email, messages or knocks on the door or cubicle wall. For me, this time is early in the morning, which is also when I am freshest, most alert and most able to concentrate and be creative.

• Close the door. When we close our door, we send a signal that we’re not to be disturbed. But so often, leaders leave their doors open because they want to be available. Doing so may sound noble, but we must be able to communicate that they also need to get things done and will be available to people at the right time.

• Power down.
  1) Shut off your phone (or at least set it to silent.)
  2) Stay off social media. According to a cross-platform media study from 2016, over one-sixth of all time spent online by American adults was on Facebook-owned properties alone. A report from a global outplacement agency showed that over the course of the 17-week league, fantasy football costs employers over $14 billion in lost productivity.
  3) Create an email auto-responder that informs people when you will read and respond to email (11 a.m. and 4 p.m. are generally good times) and do the same for your voicemail message. Let people know how they can reach you in the event of emergency, such as through your secretary.

For the above strategies to be effective, it’s imperative that you schedule tasks and block out time to complete them. To-do lists are not nearly as effective as scheduling tasks. The reason for this is simple: When a task gets scheduled, it is much likelier to get done (as opposed to getting pushed further down a to-do list). If you’re the type to review your calendar the night before (or even that morning), you will have seen the different scheduled events and be readyed for it. When the “event” pops up on your calendar, it grabs your attention. And since nothing else has been scheduled on top of it, you are free to dive in and get stuff done.

I also suggest you consider blocking out time for some of your deferrable tasks. These are tasks that don’t need to be done right now but are important and will weigh on you until they’re completed, such as booking airline tickets for a family vacation. Knowing that you’ve blocked time for that will allow you to work on prioritized items without worrying that you won’t find time for the deferrable tasks. For larger, more involved tasks, block out 90 minutes. A study from Florida State University found that productivity and performance are at their peak during uninterrupted intervals of no more than 90 minutes.

The next thing to keep in mind is go all in on specific tasks and avoid multitasking like the plague. Multitasking has become popular with those who see it as a way to kill multiple birds simultaneously. For example, we try to return calls or listen to messages while reviewing and editing reports. Research has clearly shown that not only do you get less done than you might think, the divergence of mental focus will often lead to poorer job performance and a feeling from others that you’re not sufficiently focused.

While blocking time will offer the opportunity to deep dive into specific tasks uninterrupted, there are going to be quick items that you can knock out in about two minutes. These mini-tasks are governed by the “one touch rule,” which states that if a task can be completed right away in just a few minutes, it should be dealt with. If it is important for you to do something, and you have the time to do it, then get it done straight away. Postponing important tasks often leads to procrastination or feelings of anxiety or stress, which will only slow you down.

Of course, you can only do as much as your energy levels permit. Sure, you can trick your system for a bit with caffeine and other stimulants, but that approach is neither healthy nor sustainable. Instead, consider these strategies to maintain high energy levels throughout the day.

1. Eat nutritious foods and keep a supply of light, healthy snacks.
2. Drink water often and stay hydrated.
3. Exercise daily, ideally before work or when your body typically starts lagging.
4. Get adequate sleep.
5. Drink coffee judiciously (best before 2 p.m.).
6. Limit alcohol consumption.
7. Stay mentally, emotionally and spiritually connected through such things as yoga, gratitude, exercise and prayer, respectively.

Naphtali Hoff, PsyD, (@impactfulcoach) is president of Impactful Coaching & Consulting. Check out his leadership book, “Becoming the New Boss.” Read his blog and listen to his leadership podcast. Download his free new productivity blueprint and his e-books, “Core Essentials of Leadership,” “An E.P.I.C. Solution to Understaffing” and “How to Boost Your Leadership Impact.”

If you enjoyed this article, sign up for SmartBrief’s free e-mail on leadership and career development, among SmartBrief’s more than 200 industry-focused newsletters.

https://www.smartbrief.com/original/2020/01/doing-maximal-productivity
In Memoriam

Joanne Grassi
28-Year Member
Ace Recruiter
Infectious Smile
Gregarious With Everyone
Never afraid to tell you how she REALLY feels!
A Quick Synopsis

A total of 42 BPW/FL members representing 10 local organizations and members-at-large attended the 2020 BPW/FL Annual Meeting via video conference on June 13. Three first timers were among the attendees.

We focused on the business of the Federation including approving the budget and the public policy platform, adopting numerous bylaws changes, and the election of officers as well as the business of the Education Foundation including approving a budget, adopting bylaws changes, and electing officers. The awards presentation recognized all the hard work and accomplishments of BPW/FL LOs during the 2019-2020 BPW year. The Council of Presidents Delegate to the Executive Committee was announced.

The new Executive Committee was installed at the June 15 Board of Directors meeting.

BPW/FL 2020-21 Public Policy Platform

The proposed 2020-2021 Public Policy Platform was adopted as presented. The platform was printed in the Spring 2020 issue of Florida Business Woman and can be found on the BPW/FL website (https://bpwfl.org/advocacy/). Its five issues are:

- Item 1: Equality for All
- Item 2: Economic Equity, Opportunity and Self-Sufficiency
- Item 3: Safe Workplace
- Item 4: Health Care
- Item 5: Environment

ANNUAL AWARDS

Finance
- Budgets & Comparative Financial Statement: Gold Coast, Marathon, St. Petersburg-Pinellas
- Most Innovative and Successful Fundraiser: Marathon

Programs
- Susan B. Anthony Award: Marathon

Membership (as of 5/31/19)
- Anne K. Drozen (greatest retention percentage): Halifax
- Honorable Mention: Miami Shores
- Mildred Taylor Rhodes (greatest new member percentage): Halifax
- Plus 10, Top Recruiter: Suzi Youngberg, Upper Keys

Public Policy
- Sacagawea Award (best women’s history month program/event): Marathon

Public Relations
- LO Newsletter of the Year: Marathon

Executive Committee Awards
- Sheri McCandless Mentoring Award: Upper Keys

Remember that you cannot receive an award if you do not submit an entry.

BPW 2020-2021 Annual Awards

Start preparing now to submit for the annual awards competition. Award criteria are at www.bpwfl.org under the “membership” category.

Reminder:
LO annual budget submissions are due by September 30, 2020, and MUST be submitted ELECTRONICALLY to awards@bpwfl.org to be considered for the Finance Honorable Mention.
### 2018-2019 Annual Audit Report

September 29, 2019  
TO: Executive Committee Florida Federation of Business & Professional Women’s Club Inc.

Audit Report for the years ended 5/31/18 and 5/31/2019

The audit committee scrutinized a random sample of deposits and disbursements for both years. We found no material errors. Therefore, we believe your records are in order. We are available for any questions you might have.

Sincerely, Jo Ann Orr, Chair, Cynthia Howard, Kathy Hardesty

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**BPW/FL 2020-2021 BUDGET (13 months)**

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WHAT TO DO WHEN YOU DON’T KNOW WHAT TO DO

By Adrienne Green

In late 2017, I began a new job as the managing editor of The Atlantic magazine. It was a big, complicated, exhilarating job: I was the youngest person on my team, at the time the only person of color, and was making the unlikely transition from a gig on the web to a 160-year-old print publication.

Soon after, I was accepted into Poynter’s Leadership Academy for Women in Digital Media. The timing was perfect. I got to spend a week connecting with brilliant women in journalism and had time to think about the mistakes I’d already made in my first few months on the job. Throughout the academy, I reflected on what kind of manager I wanted to be, and what kind of manager my team needed me to be.

I left St. Petersburg with a sense of enthusiasm about my career — ready to project all of the confidence injected into me by these women, armed with a well-scoped set of goals. I was going to diversify our culture! Write the stories I want to read! Bring in new writers! But I was met with the toughest and most frustrating year I’d experienced so far. Needless to say, I didn’t fully reach those goals.

When Katie Hawkins-Gaar asked if I wanted to come back as a guest faculty member at this year’s academy, my first thought was: What could I possibly have to share with this group of amazing women? (Imposter syndrome, I know, but it happened.) My confidence was blown, and I wasn’t sure how I could get up there without a “testimony”— no big raise or seismic culture shift that I could point to as my own.

Skeptically, I assessed my job and asked myself: What do I actually do? Broadly, I create structure, manage breakdowns and figure out answers when none exist. I remembered all of the conversations I’d had over the years with bosses, mentors, and friends about never feeling like I fully knew what to do. I’d tried to project confidence even when I didn’t feel it, to be a disarming force in a time of big change for our newsroom and the industry, and figure out where my personal goals slotted in along the way.

As a young black woman in her first leadership role, I often felt like that was an impossible task. I spent months doing the opposite of “leaning in.” I avoided some difficult conversations and second-guessed the bolder suggestions that I wanted to make, while all the feeling relatively unseen.

At some point, my mentor (who also happened to be my boss) admitted plainly that it was OK to not know. That sometimes being humble, showing some vulnerability, deferring when necessary and admitting that I don’t know could actually be my greatest strength, and the key to building trust with a new team. That concept brought everything full circle. I nervously agreed to do the Poynter workshop and titled it: What to Do When You Don’t Know What to Do. I thought it was better to put insecurity on the main stage, instead of perpetuating the unflappable, always elegant, ever-confident, Superwoman image that women are asked to project.

Industry-wide, there are so many things that are changing the standards and conditions for what it means to do our jobs in the newsroom well. We’re constantly leading in a time of professional uncertainty — covering a president who is hostile toward journalists, noting layoffs around the country, reporting on #MeToo while managing its impacts on our colleagues, the “pivot” to whatever’s new and shiny… Sometimes it feels like not knowing what’s next is more of the constant than the surprise.

I wanted to talk about what it takes to keep up with that. How do you maintain openness with your colleagues, and remain flexible enough to adjust your priorities, to clear the table and begin again, or forge ahead under wildly new conditions?

Here are a couple of strategies that worked for me:

Knowing everything is an impossible bar to clear

Long ago, I asked one of The Atlantic’s most storied writers, Jim Fallows, for some advice about what he wished he’d known early in his career. He said, “Get comfortable with (and not abashed, self-conscious, or embarrassed about) a lifetime of self-education in fields you don’t start out being expert in. Any one person can know only a few parts of the world or topics with any detail. But the point of being a reporter is non-stop, open-ended, sequential self-education in new fields… (Don’t worry too much) about what the “business model” will be. No one knows, and journalism has never been designed for people looking for predictable work.”

Over the years I’ve learned that instead of trying to be certain about everything, it’s fruitful to just ask the Big Dumb Question. At The Atlantic, that has resulted in popular stories such as Is Democracy Dying?, Is Google Making Us Stupid? and Why Are We So Angry? It took a minute for me to realize that sometimes our biggest wins are simply reflections of our greatest curiosities. And if you believe that, being open about what you don’t know is the job, in fact. And the next step is always talking to the people who might know more.

Gather your personal board of directors

Just like companies gather folks with different backgrounds to help them make decisions about their future, so too should you. These are the folks you call when you want to bounce around your lofty project ideas, or discuss new job offers, or need advice negotiating. Your board of directors should be made up of a mix of people with different professional experiences, amounts of industry capital and levels of closeness to you as a person (not just as an employee).

For me, that’s worked out in three ways:

1) Mentor(s) inside of my newsroom who can advise me on how to navigate our specific culture. I’ve consulted my first boss at The Atlantic about all the

(Continued on page 15)
**State Conference**

Thank you to Jackie Skelton, President of BPW/Calusa, for agreeing to serve as Co-Chair with me for the 2021 State Conference to be held at the Saddlebrook Resort in Wesley Chapel, Florida on June 17-20. She and I have already met several times via video and telephone and have a site visit planned for early August to tour the hotel and resort property. Be watching for regular updates from Jackie and me as we plan a conference that incorporates business, education, fun, family and friendship!

You will see Save the Date information currently posted on the State’s website, [www.bpwfl.org](http://www.bpwfl.org), as we will be posting regular updates with further details and announcements as plans progress.

Sheri McCandless
BPW/FL State Conference Co-Chair

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**Strategic Planning Task Force**

The Strategic Planning Task Force has been put in place to evaluate and determine new and improved ways of doing business as an organization, meeting the needs of our LOs, the members, and today’s working women, our potential members. The Task Force has already begun identifying focus issues and will have met initially by the time you read this. The Task Force is composed of myself, the Vice President as liaison to the Standing and Special Committee Chairs, the Standing Committee Chairs and the Council of Presidents Delegate as liaison to the LO Presidents. BPW/FL President Jerri Evans plans to have a half day Summit in Tallahassee in January, which will include discussion of issues that the Task Force has identified. If you have suggestions or ideas of issues that you would like to see us address or would like to participate on the Task Force, I/we welcome your ideas and participation. After all this is your organization and we all have a stake in what BPW/FL should look like over the next 3 to 5 years and beyond.

Sheri McCandless, BPW/FL Strategic Planning Task Force Chair

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**Technology**

Technology has become an increasing aspect of our day to day lives since the beginning of the Corona virus pandemic. That manifested itself when BPW/FL held its annual meeting via video conference, rather than in person. We chose the GoToMeeting product and have been using it for both state and local organization meetings since June. We needed to augment it with another product, Google Forms, for the balloting involved in the annual meeting. Given plans to provide webinars this coming year, the Technology Committee will be evaluating which software product will support both meetings and webinars.

We introduced two new features on the website home page, namely, a monthly LO Spotlight and a weekly Member Spotlight. This will provide both members and non-members alike the opportunity to get to know us better.

Members of the Technology Committee for this coming year include Heather Graeme, Sue Soriano and Suzi Youngberg. We look forward to identifying the best ways to use technology at the state level to enhance the membership experience and to further BPW/FL’s mission.

If you have any questions, concerns or suggestion related to technology (or would like to join the committee), please reach out to me at sbo.bpw@gmail.com.

Sheila Barry-Oliver
BPW/FL Technology Committee Chair

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**Tribute**

I am happy to Chair the 2020-2021 Tribute Committee. This committee was established to keep the members informed of BPW sisters that we have lost during the year with a tribute table at State Conference.

During the course of the year if you need to report to me, send your information to joannorr@gmail.com. I would like to receive a bio of your former member and a picture in jpg format. You can also contact me at 305-393-1863.

Jo Ann Orr, BPW/FL Tribute Chair

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**WHAT TO DO (Continued from page 14)**

big management challenges along the way.

2) Industry peers who can be gut checks for life outside of your organization. Three women in my cohort of Poynter’s women’s leadership academy are that.

3) People who know the REAL you, who will remind you of who you are when you feel lost. My best friends from college forever guide me back to myself and let me know when I’m making decisions that don’t sound like me. They are basically Angela Bassett in Black Panther screaming, “Show him who you are!”

**Absorb the change**

It’s cliché but true that the only constant thing about change is change itself. Managing difficult changes can make us feel out of control. But sometimes if you’re not sure what to do, and the path seems unclear, that’s an invitation to build the path. Instead of longing for the golden time before change happened to us, we can make it an expected part of the process. Hopefully, eventually, everyone else we work with will come to expect it, too.

A big part of overcoming the feelings of frustration and disorientation is remembering that sometimes we can actually be our own best thing (thank you, Toni Morrison).

BPW/Calusa

We met on a Friday for lunch for years, but have recently decided to change things up. More women work now, so we are changing our monthly meetings to an evening, so that more time can be spent with more productive speakers.

In June we installed our new officers at an in person meeting but our July meeting was a virtual one. We find that we need to be nimble in considering how best to meet.

BPW/Englewood-Venice

BPW/Englewood-Venice was able to resume their monthly dinner meeting in June, after being sidelined due to COVID-19 since February. At the June meeting a new board was elected and installed.

Since the June 16 meeting, the board has been hard at work updating the bylaws, creating a budget and creating a team to help with social media exposure. New and creative ways to fundraise are being explored and developed. The “new norm” challenges our members to think outside the box and come up with ideas not thought of in the past. A “cookies for scholarship” was initiated by one of our members, Carol Degulis, affectionately referred to as the baking queen. Carol will take orders for homemade Italian cookies and donate 100% of the money back to our LO. In lieu of having the annual Holiday Party at a restaurant, a member has offered to host the event at her home, with all the food being donated. A fee will be charged to attend, which will also go back to our LO.

A Wine Tasting event is planned for October 16 and a Woman’s Workshop is planned for December 5.

We have set a goal to increase our membership by 25% over the next seven months. BPW/EV is happy to report that within one month we are more than halfway there.

Although we are at an unusual and difficult time, the women of BPW/EV are prepared and up to the challenges ahead. Our commitment remains the same, “to achieve equity for all women in the workplace through advocacy, education and information.”

BPW/Gold Coast

The BPW/FL Annual Meeting demonstrated to us how easy it was to ‘virtually’ meet. We have since then adopted that method to ‘host’ our monthly meetings, which enables us to conduct the business of our group and maintain the personal connections. Plans are currently underway to co-host a Women’s Equality Day Virtual Happy Hour on August 26, 2020, celebrating the 100th Anniversary of the passage of the 19th Amendment granting women the right to vote. One surprise guest speaker has been confirmed and we are awaiting confirmation from a second.

BPW/Ft. Lauderdale

Greetings, from BPW/Fort Lauderdale.

We at BPW/Fort Lauderdale have been keeping our ears to the ground on developments related to COVID-19 and its effects on our members and community, as most of you likely also have been doing. Since the past few weeks, we have taken measures to ensure that our members keep safe and healthy.

Our small but strong club recently had one of its members move to Orlando to be with her family. Our club secretary fell and was hospitalized recently.

We do have two potential new members in the works. It continues to be a struggle with holding meetings and finding a meeting venue. We shall persevere!

BPW/Fort Lauderdale wants our BPW sisters to be well and know that our thoughts are with you and your families and friends during this uncertain time.

BPW/Hernando

June and July saw a return to in person meetings for BPW/Hernando. June’s meeting was a celebration, induction of new board members, and presentation of educational scholarship funds. Through the fundraising efforts and generous donations of our county, BPW/Hernando was able to provide $9,000 in scholarships to high school seniors, who have seen a troublesome year.

We also installed the 2020-2021 Board of Directors, welcoming new board members, Liz Casner, Charlotte Edwards, and Linda McCabe to our returning board members of Amy Bennett, Rhonda Jorgensen and Kelly Savarese.

July’s meeting was an informative panel discussion with county businesswomen and leaders. The topic was how to advocate for yourself in the workplace and for your business. The panel discussion brought great experiences, stories, and life lessons. Panelists shared perspectives on a range of topics, from how to advocate and negotiate for yourself in reviews, to how important it is to have a tribe, even multiple tribes.

We are looking forward to the upcoming months to join in fellowship. Our August meeting will be a timely discussion on Time Management during a pandemic. September will be a Candidates Forum,
where local and state candidates are invited to come and answer questions about women’s issues and to provide their platform.

BPW/Marathon

To say it has been a struggle to conduct business-as-usual for the past several months is an understatement. BPW/Marathon has not held a membership meeting since March. We have had a handful of Zoom happy hours that, unfortunately, were poorly attended.

Regrettably, most of the local venues large enough to accommodate our group while allowing for social distancing are outdoors, and our members are disinclined to battle the Florida Keys summer heat and bugs. We scheduled a dinner meeting for July 2 at an appropriate indoor location, but the number of coronavirus infections spiked so dramatically when the Keys reopened to visitors on June 1 that our members decided it was safer for us not to congregate.

On the bright side, our Scholarship Committee, chaired by Bonnie Sanders, met via Zoom to review applications from Marathon High School graduating seniors. Normally, we interview each applicant in person, but this was not feasible this year. It can be an emotional process, and the Scholarship Committee agreed neither the students nor the members needed the additional stress during quarantine. In the end, the Scholarship Committee was delighted to award a total of $10,000 in Stacie Kidwell Memorial Scholarships to 18 deserving graduates, both female and male.

One of the major events that BPW/Marathon relies on to fund our scholarships is Taste of the Islands. This is a large event held during November at Marathon Community Park with some 2,000 people in attendance. Our Board of Directors is currently examining alternate formats for the event to salvage some portion of the fundraising.

BPW/Marathon installed its 2020-21 Board of Directors, to include: Christy Johnson, President; Mallory Pinto, 1st Vice President; Jeanine D’Amico, 2nd Vice President; Kayla D’Ascanio, Treasurer; Kristin Carlson, Secretary; Jeanine D’Amico, 2nd Vice President; Norrece Wright; Secretary; Gwen Sermon; Treasurer – Tracy Goodman.

BPW/North Sarasota

Like most LOs, BPW/North Sarasota has held monthly and other meetings in virtual formats, such as Zoom and via conference calls. It has been challenging and a new way to conduct business, but as business and professional women, we were up for the task.

Our May meeting was held via Zoom as we concluded our business for the 2019-2020 year. We held election of officers for the ensuing club year. In June, we held our planning meeting for the 2020-2021 club year in person, practicing social distancing. We organized our committees and planned our calendar of programs and events.

In July, we held our installation of the officers who will serve our LO for the new club year: President – Deanna Manigo; First Vice President – Wendy White; Second Vice President – Norrece Wright; Secretary – Gwen Sermon; Treasurer – Tracy Goodman.

We also presented our 2020 scholarships to Jaela Dennis and Amiyah Smith. Both graduated from Booker High School and were very active in their school and in the community. Jaela will attend Florida A&M University to study Cyber Security. Amiyah was a dual enrollment student at Suncoast Technical College and graduated with the prerequisites to take the exam to become an LPN. She will continue her education at State College of Florida in the RN program to obtain a BSN degree.

Now we begin working toward our goals for the new year and in spite of the challenges we will face, we are confident that BPW will continue to stand strong in our community.

BPW/St. Petersburg-Pinellas

BPW/St. Petersburg-Pinellas is facing the challenges this pandemic has handed us with innovation, patience, and optimism. After the initial lockdown, we began meeting again at 400 Beach Drive in downtown St. Petersburg in June. We started offering a Zoom meeting option for those whose health is compromised and will continue to do this at least through the end of this year. There has been a bit of a learning curve for us all, from using the Zoom app to finding the perfect place in the lunch room to place the computer for Zoom, to accommodating the 6’ social distancing for those who are meeting in person. At our last meeting we had 16 members in the restaurant and 9 on Zoom; we even had guests attend via Zoom!

One of the biggest challenges this year will be our inability to have in-person events. We are thinking outside the box and trying to come up with both virtual ideas and outdoor event ideas where we can maintain our distancing. We would like to have one big fundraising/educational event at the beginning of 2021. In the meantime, our energies are focused on community outreach and growing and diversifying our membership. We hope to form partnerships with local colleges, universities, and trade schools to attract young, fresh minds to our organization and to provide these young ladies with the tools they need to succeed in the workplace.

In lieu of in-person member socials, we are planning virtual happy hour/fun socials with themes and trivia to engage our membership. The new St. Petersburg pier just opened, so we hope to plan a gathering there as soon as there is ample outdoor space to maintain distancing. We are looking at other venues that have large outdoor spaces as well, like the Carter G. Woodson Museum, also in downtown St. Petersburg. We are also exploring online fundraising opportunities to replace the in-person events.

(Continued on page 18)
LO NEWS (Continued from page 17)

No doubt, this will be a year of growth, learning, and new opportunities for all of us. We look forward to making the most out of what we’ve been given!

BPW/Upper Keys

BPW/Upper Keys has been conducting business as usual. The new usual may be a bit unusual, but we are getting into the swing of it. We haven’t missed a month of our virtual board meetings, and even have more committee chairs joining now than ever.

In April we were still figuring out the whole virtual meeting concept, but we managed to host our very first virtual happy hour with about a dozen attending. One of our members who works as a pastoral counselor gave a short presentation on the importance of taking care of our mental and emotional health during this crisis. In early May, we hosted another virtual happy hour and were thrilled to have about 20 attend. Everyone seemed so happy to have an opportunity to connect and interact. We kept it informal and gave everyone a chance to talk about how they were doing and what they needed.

Later in May, we held our Annual Membership Meeting, virtually, with over 30 attendees. Our Nominating Committee presented the slate for the new Board of Directors and our membership elected and installed the 2020-21 Board. We also awarded five Adult Scholarships! Perhaps you saw the video of our outgoing board saying The Collect made for that meeting? We are quite proud of how well we were able to master the technology and run a professional business meeting under the circumstances. In early June, the newly installed Board did manage to get together for a few hours at a Retreat. In “normal” years, the new board meets for 4-6 hours on a Saturday to bond and plan the year. Since these aren’t normal times, we made the decision to split it into two meetings: one in person and one virtual. We gathered on a Saturday morning in the backyard of our Treasurer who lives on the Florida Bay. We were outside with plenty of room to social distance, and we had a great view! The President’s gift to the new board was BPW logo’d face masks. We finished up our planning at a virtual meeting a few days later.

Later in June, we held another virtual meeting. We made it a virtual luncheon and ran it like a normal meeting. We even had a guest speaker - the county commissioner’s information officer. July was another virtual luncheon where we had two speakers who are both members: the President of the local Chamber of Commerce and a School Board member. They both had updates on what’s happening in the community and answered a lot of questions. We even installed three new members! The virtual luncheons are averaging 25-30 in attendance. We ended the month with another virtual Happy Hour, again informal. We did ask a representative from United Way to speak for a few minutes on the Stuff the Bus campaign, but then opened Zoom into breakout rooms and gave everyone a chance to network and socialize.

While we would much prefer to meet in person, we are so thankful for technology that allows us to come together even while apart. Unfortunately, it doesn’t look like we will be getting together live and in person any time soon, so we’ll see you on Zoom!

IMPLICIT ASSOCIATIONS

People don’t always say what’s on their minds. One reason is that they are unwilling. For example, someone might report smoking a pack of cigarettes per day because they are embarrassed to admit that they smoke two. Another reason is that they are unable. A smoker might truly believe that she smokes a pack a day, or might not keep track at all. The difference between being unwilling and unable is the difference between purposely hiding something from someone and unknowingly hiding something from yourself.

The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about. For example, you may believe that women and men should be equally associated with science, but your automatic associations could show that you (like many others) associate men with science more than you associate women with science.

The IAT measures the strength of associations between concepts (e.g., black, gay) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy). The main idea is that making a response is easier when closely related items share the same response key.

When doing an IAT you are asked to quickly sort words into categories that are on the left and right hand side of the computer screen. The IAT has five main parts. The IAT score is based on how long it takes a person, on average, to sort the words in the third part versus the fifth part of the IAT. We would say that one has an implicit preference for thin people relative to fat people if they are faster to categorize words when Thin People and Good share a response key and Fat People and Bad share a response key, relative to the reverse.

Current tests are: skin-tone, transgender, race, gender-science, weapons, disability, Native American, Presidents, Arab-Muslim, gender-career, Asian American, weight, age, sexuality, and religion. The goal of the project is for you to take something of value from the experience of taking one or more of these tests. Information is periodically updated to reflect current understanding of the unconscious roots of thought and feeling.

Check it out at https://implicit.harvard.edu/implicit/takeatest.html.
WHAT IT TAKES TO RUN A GREAT VIRTUAL MEETING

By Bob Frisch and Cary Greene

As companies scramble to protect employees from the spreading coronavirus with travel restrictions and remote work arrangements, there’s a distinct possibility that in-person meetings with teams, customers, or suppliers will be canceled for weeks — or potentially months.

Under the best of circumstances, as soon as one or two attendees “dial in” to any meeting, productivity starts to suffer. There’s a long list of reasons. Attendees often interpret virtual meetings as a license to multi-task. Meeting organizers tend to be less careful with the purpose and design of the conversation. And it’s not uncommon for one or two attendees to dominate the discussion while others sit back and “tune out.”

But it doesn’t have to be this way. Virtual meetings — even impromptu ones sparked by fears of a contagion — can be run more effectively, using basic meeting best practices and easy-to-use, inexpensive technology.

Here are 12 steps you can take to make that happen:

1. Use video. To make people feel like they’re all at the “same” meeting, use video conferencing rather than traditional conference dial-ins. Technology — such as Zoom, Skype, and GoToMeeting — helps to personalize the conversation and to keep participants engaged.

2. That said, always provide an audio dial-in option. Video conferencing can work very well, but it relies on a strong internet connection that may not always be available. People need the ability to participate via audio, but make it clear that video-first is the new norm.

3. Test the technology ahead of time. Nothing kills momentum at the start of a meeting like a 15-minute delay because people need to download software, can’t get the video to work, etc. Prior to a virtual meeting, all participants should test the technology and make sure they are comfortable with the major features. And remember, supplier or customer conversations may require your team to familiarize themselves with different software packages.

4. Make sure faces are visible. Video conferences are more effective when people can see each other’s facial expressions and body language. Ask individuals to sit close to their webcam to help to recreate the intimacy of an in-person meeting.

5. Stick to meeting basics. Prior to the conversation, set clear objectives, and send a pre-read if appropriate. During the session, use an agenda, set meeting ground rules, take breaks, and clearly outline next steps (including timing and accountabilities) after each section and at the end of the meeting.

6. Minimize presentation length. The only thing worse than a long presentation (Continued on page 22)
LEADERSHIP (Continued from page 1)

approachable, trustworthy and shows [their] eagerness to work with and/or support peers, colleagues and superiors.” When cognizance of bias is combined with high levels of empathy/perspective-taking, it can increase raters’ feelings of inclusion by up to 33%.

Why are humility and empathy so important in this context? Humility encourages others to share their feedback (e.g., that a leader might have favorites or have a tendency to interrupt people or regularly ignore a class of information). Empathy and perspective taking gives people hope that a leader cares about them and takes their views into account, rather than barreling on with preconceptions or a narrow set of ideas about their perspectives. Moreover, it creates a sense of personal connection between leaders and a diverse set of stakeholders, making it easier to make and implement shared decisions.

Putting the traits to work

How can leaders put these insights into practice? One tactic is to establish a diverse personal advisory board (PAD) — a group of people, often peers, who have regular contact with the leader and whom the leader trusts to talk straight. These trusted advisers can give leaders granular feedback on everyday interpersonal behaviors that support or inhibit inclusion, for example: Does the leader give equal time to all meeting participants, or favor those who are co-located over those who have dialed in? Does the leader always refer to one gender when giving examples or both? Does the leader use a broad spectrum of imagery when addressing a diverse audience, or imagery (such as sport metaphors or all male iconography) that represents only one group of people? Because a PAD is ongoing, leaders can receive feedback on whether the changes they make are hitting the mark.

A second tactic is for leaders to share their learning journey about recognizing and addressing biases. We have seen leaders do this by discussing their 360 assessment results with their manager, speaking at a town hall about their growth or creating a standing item in weekly team meetings (“inclusion moments”), during which they or a team member identifies what they have learned that week about diversity and inclusion. These actions express humility, help leaders to test and build on their insights and role model the importance of humility in addressing biases.

A third tactic is for leaders to immerse themselves in uncomfortable or new situations which expose them to diverse stakeholders, for example by attending an Employee Resource Group meeting, or sitting in different parts of the workplace each week. Exposure, combined with open-ended questions, helps to expand horizons and disrupt pre-conceived ideas.

Inclusive leadership is a critical capability to leverage diverse thinking in a workforce with increasingly diverse markets, customers, and talent. We have previously observed that only one in three leaders holds an accurate view about their inclusive leadership capabilities. A third believe they are more inclusive than they are actually perceived by those around them to be, while a third lack confidence in their inclusive leadership capability and so do less than they could to actively guide others and challenge the status quo.

Becoming more aware is critical to self-development, but awareness in isolation is not sufficient. Without humility and empathy/perspective taking, it’s difficult for leaders to gain deep insights into the nature of their blind spots or remedial strategies and, therefore, to grow. This requires effort, but fortunately the circle of learning is virtuous. Leaders who are humble and empathetic will be open to criticism about their personal biases, and greater self-insight into personal limitations prompts greater humility, empathy and perspective-taking. Not only are these behaviors critical for leaders’ personal development, they also serve to make others feel more included along the way. And that is, of course, the objective.

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https://hbr.org/2020/03/the-key-to-inclusive-leadership

In 1775, this Revolutionary-era patriot wrote an essay supporting women’s rights. In An Occasional Letter on the Female Sex he wrote, "[T]he women, almost—without exception—at all times and in all places, adored and oppressed. Man, who has never neglected an opportunity of exerting his power..."

~ Thomas Paine, English-born American political activist, philosopher, political theorist, and revolutionary
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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/.
in person is a long presentation during a virtual meeting. Meetings should be discussions. Background information should be provided beforehand. If someone needs to present, use screen sharing to guide the conversation, so attendees can literally “be on the same page.” But prioritize conversation to maximize the time people are looking at each other.

7. Use an icebreaker. Although we’re not big fans of them, it’s important to use every tool to reinforce interpersonal relationships when people may be feeling isolated. Also, it’s important to know if a participant may have a close friend or relative fighting the virus, so some type of “check in” is in order.

8. Assign a facilitator. It’s usually harder to manage a virtual discussion than an in-person one. It can be helpful to assign one individual to guide the conversation, allowing the other participants to focus on the content. The facilitator can also use a polling system to “take the pulse” of the group on certain questions and ensure that all voices are heard. The facilitator should also be able to resolve basic questions on the technology being used.

9. Call on people. Getting everyone to participate without talking over each other is one of the more challenging aspects of running a virtual meeting. To forestall this, we recommend periodically calling on individuals to speak, even by virtually “going around the table” before a decision is finalized. Some software packages even allow attendees to “raise a hand” if they want to. This can help the facilitator drive closure without the risk of excluding an introverted participant’s views.

10. Capture real-time feedback. Gathering and processing high-quality input during a virtual meeting can be challenging, especially since visual cues are harder to read. Use a phone-based survey tool like Poll Everywhere to collect on-demand feedback from attendees on specific topics in real time. Keep the polling open, separate from the videoconference to avoid disrupting the conversation. Participants will need clear instructions on how to use the system and practices, but groups get the hang of it very quickly and it’s well worth the effort.

11. Don’t be afraid to tackle tough issues. Meeting virtually is a learned behavior, and you’ll be amazed how much you can get out of it once you and your team begin to be comfortable working this way. It may seem natural to wait to discuss tough issues until everyone is in person, but that may not be an option. So don’t shy away from controversial topics.

12. Practice once or twice while you’re still together. Hold your next staff meeting virtually, with each executive sitting in their office and hooking into the meeting with no assistance. After the meeting concludes, gather and debrief about the experience. What went well, and what didn’t? How can you evolve your virtual meetings to make them as productive as when you meet in person?

Not being able to work together in the same room with colleagues may become a major challenge in the coming months. To make virtual meetings work, you might need to adjust how your team conducts them. But a small investment in preparedness could have a huge impact.

https://hbr.org/2020/03/what-it-takes-to-run-a-great-virtual-meeting

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This little piggy (bank)...
helps women obtain higher education.

Since 1965, the BPW/FL Education Foundation has helped women attend colleges and universities by defraying the costs of housing, first through brick and mortar housing on campuses and now also through housing scholarships. We need YOUR help to keep the legacy going forward for generations of Florida women to come!

The Education Foundation
of the Florida Federation of Business and Professional Women's Clubs, Inc.

www.EducationFoundationBPWFL.org
“Like” us: www.Facebook.com/BPWFLEdFdn

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Greetings, BPW/FL members!

We hope that you are all safe and managing the changing world around us. That’s the case with your Education Foundation. Our board of directors had already been meeting virtually, so the shift to the Zoom world has not been a tremendous change for us. We’ll meet every other month by video conference throughout the year ahead.

What’s going on at the Houses?

Our two brick-and-mortar Scholarship Houses and their residents remain top of mind for us. We’ve stayed in regular communication with them, and both Houses are making plans for their fall semesters. In Tallahassee, at the House that is managed by our partners at the Southern Scholarship Foundation, we are awaiting a new assignment for the 2020-21 liaison. They have remained open for residents throughout the shutdown and will be open in the fall.

In Boca Raton, at our FAU House, they are making arrangements for residents to return shortly. Though they will be living in the house, their internal meetings will all still be virtual and use of the common areas is extremely limited. What a change to the dynamic! Please help us welcome our new liaison there, Naheela Wallace, who is a continuing resident entering her senior year, majoring in Neuroscience and Behavior. Last year’s liaison, Leonela Gaither, is the House president this year – congratulations to her!

We’ll be sending goody bags to both Houses to welcome students back in the next few weeks. We’ll also keep you posted as to any wish list needs that we might be able to help with throughout the year. And the mentoring program that was developed last year will finally be launched to connect BPW members with House residents to help them on their roads to success.

Don’t forget the direct scholarships!

In addition to the Houses, we continue to fund scholarships for two other educational institutions. In conjunction with the Florida Nurses Association, we give an annual award to a female nursing student at the University of North Florida. At St. Petersburg College, we provide three scholarships per semester to women furthering their education. The selection committee (which you can be part of if you’d like) just recommended three applicants for fall 2020 awards of $3,500 each. There is no campus housing for SPC, so these monies help them offset their expenses in amounts that would equal what they’d pay for market rent in the area.

The St. Petersburg College Foundation (SPCF) recently relayed thanks from the three students who received awards in the spring semester. The SPCF expressed their thanks by saying “In the short-term, this scholarship provided students the opportunity to pursue their academic goals and realize their dreams. Over the long-term, the BPW/FL Education Foundation’s involvement promotes the continued vitality of this community by helping to ensure the skills, competencies and preparedness of tomorrow’s workforce.”

To excerpt some of the spring recipients’ comments:

“Thank you so much for believing in me. I started my veterinary technician program last semester and it has been one of the most challenging things I have done; I’m being tested in new ways and I am learning so much. It hasn’t come without cost though and when times have gotten hard, I not only turn to my family for support, but I do think of you. I remember that there are people who know only a little bit about me through my application but were impressed enough to believe in me as well.”

“I want to personally thank you for giving me the opportunity to utilize this scholarship. I am grateful and honored to be a recipient. This means a great deal to me and furthering my education. I work full time and am also a mother. Without this scholarship I would not have been able to attend SPC. I am excited to be able to continue my college classes so that one day I am in a position to give to those who are in need.”

“I would like to say thank you for the generous scholarship. With it, I can successfully purchase my books and materials needed for spring semester classes. I am so grateful and proud to be awarded this scholarship. I consider myself a good person, who fell on hard times. I am now better and I most definitely have hope.”

What’s next?

As mentioned above, we’ll be launching the virtual mentoring program soon. We’ll also be identifying which LOs offer direct scholarships that we can help direct worthy applicants to – and which will tell us where need lies that we can assist with. When we can have a strategic planning session, we will work to determine what else our future holds.

We’re working on some creative fundraising ideas – masks and t-shirts among them, and thoughts toward commemorating the 100th Conference in 2021. We hope that you all will continue to support the Education Foundation at the local level and make sure that others know how significant the impact is on women throughout the state pursuing higher education. As all of you are members of the Education Foundation, you all should be proud of the work that we accomplish together!

Tami Simms, President
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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.