

# THESE VITAL SPEECHES

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## HONORABLE MENTION

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“Uniting Through Science,” by Jody Sunna for André Calantzopoulos, CEO, Philip Morris International

“A Very Different World,” by Kathleen Wyatt for Chad Holliday, Chairman of Royal Dutch Shell

“How to Change the World,” by Arne Muis for Sigrid Kaag, Minister for Foreign Trade and Development Cooperation

“It’s Time to Make Juneteenth a Paid State Holiday in Virginia,” by Chelyen Davis for Ralph S. Northam, Governor of Virginia

“Success in the Data Age,” by Carly Clements for John Sabino, Chief Customer Officer, SVP, Splunk

“How Innovation and Creativity Drive American Competitiveness,” by Richard McCormack for Andrei Iancu, Under Secretary of Intellectual Property and Director of the U.S. Patent and Trademark Office

“Their Bonds Are Strong” (60th Wedding Anniversary Remarks in Honor of Jerry and Eileen Armbruster), written and delivered by Teresa Zumwald, daughter of Jerry and Eileen Armbruster

“Tell ‘Em About the Dream, Martin,” by Rosemary King for Rukaiyah Adams, Chief Financial Officer, Meyer Memorial Trust

“Nothing Is More Valuable than Lifelong Connections,” by Patricia Fripp for Wanda Hope, Chief Diversity Officer, Johnson & Johnson Worldwide

“From Calamity to Blessing,” by Daniel Notman for Linda A. Livingstone, Ph.D., President, Baylor University

“We Need to Follow Two Parallel Paths at the Same Time,” by Teresa Zumwald for Rob Ferguson, President, Local Company Group, Winsupply

“Eulogy in Celebration of Roger E Tetrault,” written and delivered by Danielle Tetrault Gooch, daughter of Roger E Tetrault

“Amin Nasser: Energy Executive of the Year,” by Lech Mintowt-Czyz for Ben van Beurden, CEO, Royal Dutch Shell

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# GRAND AWARD WINNER

*“The Charter That Started a Revolution”*

By Bill Bryant for Leslie Hale,  
President and CEO, RLJ Lodging Trust



Delivered at the Howard University annual convocation ceremony,  
March 6, 2020

**D**r. Frederick, thank you for that very kind introduction.

Mr. Charmin, my fellow Trustees, faculty, students, and members of the Howard community, thank you for such a warm welcome.

I would also like to acknowledge my parents, my amazing husband, Odis, and our four beautiful children: Caleb, Cullen, Casey, and Caroline, who are here today.

I'm honored to be part of this Charter Day Convocation program. And humbled to be in the distinguished company of the men and women who came before me in this role.

When I was at Howard, 25 years ago, I had a reputation for being a little provocative. My line name was “Rebel without a Cause,” which my line sisters—Melissa, Theresa and Chunda, who are here today—will confirm.

That's also how I operate in the business world, as my fellow Howard Trustees can attest.

So, I'll begin my remarks today with a provocative question:

Did the founders of this great university fully recognize the power of what they ushered into existence 153 years ago?

Did they have any idea that they were changing the fabric of this nation?

Or did they simply think they were helping formerly enslaved people get an education?

I began thinking about this question by reflecting on the university's charter. And the more that I thought about it, the more I realized that the charter was more than simply a founding document.

At its core, it was a revolutionary document. It created a university that transformed both America's and the world's perceptions of African Americans.

And for those of us fortunate enough to attend Howard, it did even more than that. It transformed our own perceptions of who we are and what we could become.

To fully grasp the impact that Howard has had, we must go back to 1867, the year that President Andrew Johnson signed the charter that established this university.

At the time, our nation was only a few years removed from a civil war fought to resolve a fundamental question: Would this nation, born of a belief that all men were created with an equal right to liberty and justice, live up to its conviction?

This question was being asked not only in the aftermath of bloody history, but also in the context of popular opinion. Most of white America thought Black people had nothing to offer the world but our physical labor ... our service and our servitude.

That our only value was the work of our hands, with no consideration—certainly no appreciation—for the humanity in our hearts or the creativity of our minds.

This was the America in which Howard University welcomed its first students to a three-acre campus in 1867.

The charter itself was a humble document, one without pomp or circumstance. It was enacted by a group of white families to establish, and I quote, “a University for the education of youth in the liberal arts and sciences, under the name, style, and title of ‘The Howard University.’”

The charter didn't prescribe or anticipate a grand vision of a revolutionary institution that would become this beacon of Black power ... Black creativity ... and Black brilliance. But in hindsight, we see that the university the charter instituted has seismically shifted

the way Black Americans contribute to, and function in, American society.

The founding of Howard made an audacious statement to the nation. It declared that African Americans are talented, ambitious, and knowledgeable. It announced an undiscovered richness and untapped potential in Black America.

It opened doors for an entire people. It gave them the permission and the encouragement to envision what before had been an unimaginable future for themselves and their families. And it provided the knowledge and skills to make this future possible.

None of this was prophesized or predestined in the charter. It was the generations of Black thinkers who came to this University who established this legacy. It was the talented and tenacious writers, scientists, lawyers, doctors, and academics who received an education here who made Howard University “The Howard University.”

White hands may have signed the charter establishing this institution. But Black hands built it into what it is today—literally and figuratively.

I'm convinced that much of the progress made over the past two centuries in this country would not have been possible without Howard University.

By challenging America's perceptions of African Americans ... by constantly prodding the nation to live up to its stated goals of liberty and justice for all, this University and its esteemed graduates have been instrumental in moving America towards a more perfect union.

That's why I say that America would not be the country it is today without Howard University. Provocative?

Imagine, if you will, a world without Howard ... a world in which this charter—modest as it may have

been—was never written, never signed and never realized.

Without Howard, Thurgood Marshall—who was rejected by the University of Maryland’s law school because of the color of his skin—might never have litigated *Brown vs. Board of Education*, giving segregation greater opportunity to grow as the law of the land.

Without Howard, Dr. Charles Drew might never have conducted the research necessary to store blood in blood banks, making injury and trauma, war and natural disaster even more fatal. Without that research many of the 4.5 million American lives saved by blood transfusions each year might instead be lost.

Without Howard, Harry G. Robinson III, Dean Emeritus of the School of Architecture and Design, might never have developed the skills with which he, quite literally, helped build and shape this city, this country, this world.

Without Howard, Toni Morrison might not have picked up a pen and recreated the “great American novel,” depriving generations of female writers and writers of color the inspiration to pick up their own pens.

And without Howard, my soror, Zora Neal Hurston, who co-founded the *Hill-top* newspaper as a student here, might never have gone on to become the great renaissance woman she is and to put her stamp on the Harlem Renaissance.

These are just a few examples. Add those to the thousands more I could mention, and it’s impossible for me to conclude anything but this: Without Howard, our nation’s—and our world’s—story would not be the same. Not as rich, not as dynamic, not as complete, and not as accomplished.

Even though the Declaration of Independence declared that “all men were created equal” and promised “life, liberty and the pursuit of happiness...”

Even though the Constitution established “We, the people” and guaranteed basic rights and freedoms....

Despite all that assurance, it was Howard University that gave us the legal minds who made sure that equality

was enshrined in our laws, protecting our life and our liberty.

It was Howard University that gave us the writers and thinkers and educators and faith leaders who changed hearts and minds, helping America understand that we too are part of “we the people.”

So, is it really provocative to say that the founding of our great university, the act that brings us together in celebration today, was as transformative to our nation as the United States Constitution? I don’t think so.

To me, it’s obvious that the charter establishing Howard University deserves its own place in history, alongside the charter that established this nation and changed the course of history.

I know this: it sure changed my history.

As Howard produced leaders who profoundly impacted America, it also taught African Americans to think differently about ourselves—our talent ... our value ... our place within the great American narrative.

I know this because I am one of these people. Howard not only changed the way I viewed the world, it also changed the way I viewed myself in the world.

I’m the granddaughter of a sharecropper from west Tennessee. My grandfather hoboed from Tennessee to California in search of a better life for his family. And even if he could have afforded to stay in hotels on his journey, he wouldn’t have been let in.

Two generations later, the company I now lead owns more than 100 hotels. I can’t help but think about the irony—the strange poetic justice—of my story ... a story that has been unique and unexpected in many ways.

I grew up in South Central Los Angeles, a public-school kid who was an average student ... insecure and deathly afraid of failure. Some of you have watched the movie “*Boyz n the Hood*.” That was no Hollywood exaggeration. That was my reality.

I’m thankful for that experience. Because the streets of L.A. taught me about determination and grit, lessons

that have served me well throughout my career.

You could say that career began as a kid working for my entrepreneurial parents. I like to say that I’ve been working since I was seven years old, but I didn’t start getting paid until I graduated from college.

Now while my parents didn’t pay me, they instilled in me the priceless values that are the foundation of who I am today: A strong work ethic, a commitment to excellence, and a sense of responsibility to my work, to my family and to my community.

As a high school student, I was thrilled when my parents took me on their version of a black college tour. Since my father’s family was from Tennessee, of course he took me to visit Fisk. Next, we went to Spelman. The last stop was Howard University.

I remember the day as if it were yesterday. The sun was shining ... the cherry trees were in blossom. As I stood in front of the quad, watching students, everyone seemed to move with purpose. I had the overwhelming feeling that this was where I was supposed to be ... that I belonged here.

When I came to Howard two years later, I wasn’t a great student. Some schools would have chewed up someone like me and spit them out, saving their resources and energies for those they felt had greater potential.

But, as you know, that’s not what Howard does. Howard nurtures ... Howard educates ... Howard polishes. And then, when you are ready, Howard propels.

It nurtured my faith in the enormous potential of our race ... my pride in being a Black woman ... my understanding of the richness of Black culture. It gave me the confidence that only comes from being surrounded by highly intelligent students ... a feeling of pride that only grows out of being connected to a rich history larger than your own.

It educated me in traditional and non-traditional ways. In the classroom, I discovered my true academic love. When I took my first finance class, I immediately fell in love with the con-

cept of taking one dollar and turning it into two.

And it polished me, inside and outside the classroom. Something as simple as the proper way to shake a hand, I learned here at Howard from a professor who didn't even know me. After giving him a dead-fish hand-shake, he took the time to teach me how to shake hands with confidence and conviction.

That professor was the first person to emphasize the more subtle skills needed for success. Among them, the importance of a first impression and how you represent yourself. These experiences established the foundation of who I would become.

People often ask if my biggest accomplishment was working in places like GE, Goldman Sachs or attending Harvard Business School. Or if my biggest accomplishment is being the first African American Woman CEO of a publicly traded Real Estate Investment Trust. I tell them, it's none of those things.

My biggest accomplishment is graduating from Howard University.

Because Howard gave me the courage and audacity to think bigger and bolder. Because Howard helped me find my voice. Because Howard instilled in me a sense of pride. And because Howard gave me the confidence to believe that I belonged in the room where decisions are made.

That's what this school did for me, and that's what it does for all its students.

Howard is what allowed a young Trinidadian student named Stokely Carmichael to see himself on the front lines of a social justice movement that would alter the course of human history and empower Black people everywhere to take pride in their African heritage.

Howard is what allowed an eager law student named Douglas Wilder to see himself as the governor of Virginia, the former seat of the Confederacy.

Howard is what allowed an Oakland teenager named Kamala Harris to see herself representing America's largest state and running for the highest office in the land.

And Howard is what allowed an insecure girl from South Central L.A. to

see herself rising to heights she never imagined.

This is the Howard story, my Howard story. I will always cherish it and the many people who first made it possible and then made it special.

I know that many of you have similar stories ... of how Howard nourished, educated and propelled you. And if you're so fortunate to be a student here, you're in the process of writing your own story.

When the founders of Howard signed that charter 153 years ago, they planted a simple seed. But one that would produce a bountiful harvest. We should be thankful for their foresight and courage.

We should also be thankful for what Howard has given each of us, as should our nation and our world. And we should also be eager to repay the debt. With our minds and with our continued contributions to every aspect of society. Because that is now what is expected of us.

It's been such a pleasure to be with you today. Thank you very much.

## WINNER: AGRICULTURE

*"The Past, Present and Future of UF/IFAS"*

By Chris Moran for Jack Payne,  
Senior Vice President, University of Florida



Delivered at the UF/IFAS Research Forum,  
May 1, 2020

Thanks, Rob, for this opportunity to be together.

I do mean together, even if I'm looking out at you from a computer screen. We've always been a geographically dispersed community. But we have never been a fractured one.

In a lot of workplaces, proximity is the glue that holds people together. You get close to someone by working close to someone.

We're more than that. We are part of something special and much bigger. From Key West to Pensacola, our shared values unite us.

We believe in improving the human condition.

We believe we can do this most effectively as a team.

We commit ourselves to science in the service of society.

We see science as the path to truth.

We believe in the land-grant mission.

During my interview for this job ten years ago, I used some of the slides you'll see today. Back then, I posed three questions about myself:

Who is this guy?

Can he do the work? And...

Is he one of us?

Today I'd answer the first question the same way I did 10 years ago. I'm a land-grant guy. I said none of us is as smart as all of us. I found a home of kindred spirits here, because we share the same values.

These values are guiding us through this historic moment. They're the difference that will make us authors of history, not just readers of it.

This historic crossroads involves two major transitions, either one of which is probably as much change as you'd want to deal with at once. I'd argue that it's good they're happening together.

First, the disease. Here's where we need to be readers of history. There was a UF College of Agriculture, a Florida Agricultural Experiment Station, and a Florida Cooperative Extension Service during the Spanish influenza of 1918. The men and women of what would later become IFAS got through it without the medical advances and communications tools we enjoy today.

More recently, the history we've written together has chapters on emerging from recession, bouncing back from multiple hurricanes, absorbing budget vetoes, and coming to terms with the deaths of colleagues like Phil Stansly, Kristen Poppell, Mark Shuffitt, and Karl Havens.

The question then, isn't whether we'll get through this.

It's, "How?"

It's, "What will the post-COVID IFAS look like?"

We'll get through this by recommitting ourselves to our values.

I've been part of the land-grant system since my student days. It has taken me around the world, from bear caves in Pennsylvania to the savannah of Kenya to the corridors of power in DC. It's taken me to the National Mall, where a kid from Philly, the son of a plumber, the first in his family to go to college, got to deliver a tribute to the land-grant system to celebrate its sesquicentennial.

What Lincoln brought into being in 1862 was among the most transformative pieces of legislation in our nation's history. It made possible the discovery of what became Sentricon, the prevention of birth defects through the use of folic acid, the genetic material for 4 million acres of planted pine, the FloRunner peanut—and that's just from IFAS.

The land-grant mission is our compact with 22 million Floridians, that together we can make the world a better place.

With their support and their trust, we discover and deliver the knowledge they can use to live better lives. We earn that trust because we live among the people in every county, worship with them, shop with them, and send

our kids to the same schools. The land-grant mission positions us as the people's university.

Renee and I came here from Iowa with 5 dogs and a feeling of liberation over discarding our parkas, shovels, and windshield scrapers. I invested in a few orange ties and went to the DMV to get the IFAS MAN plate you've seen on my Jeep and now my truck.

But our excitement was tempered by the recession still upon us. At work, the executive team had to make difficult decisions about how to deal with the budget realities. We stuck to our guiding principles that put people first. Instead of inflicting the pain of layoffs on individuals, we spread the pain and shared it across the organization by not filling vacant positions.

When I got here, acquiring the resources for growth and improvement seemed a distant dream.

Yet here we are today, bigger and better than a decade ago.

We did it by making ourselves more competitive for grant funding, attracting more philanthropic support, wisely managing our endowments, and effectively telling our story to the legislature for state funding.

I hope that as we co-wrote this decade-long chapter of remarkable progress, you got the answer to "Can he do the job?"

This is an opportune moment for a new leader. Like a proud parent, I hope and expect he'll be better than me. You'll get a proven leader, up to the challenge of this crucial moment in IFAS history.

A new leader may get you to a post-COVID IFAS future faster, because he is not wed to the old ways. He can read the chapter we've just written and help you write the next one.

It was June of 2010 when a guy who looked like me—except with more hair and fewer wrinkles—showed up waxing poetic about how you can expect great things from IFAS. It was only the sixth handoff in the senior vice president's office in our 56-year history.

I'm fortunate to have visited with E.T. York and Vam at Oak Hammock.

We easily connected from opposite sides of the decades that separate their time from mine. Those values that bring us together from different geographic areas are the same ones that connect E.T.'s era to ours. They've been passed from Tefertiller to Davidson to Zaccariah to Martin to Cheek to Payne.

I didn't choose to hand the job of managing through a pandemic to the next vice president. But I have chosen to work all the way up to when the new VP starts on July 13 instead of making my last two months an opportunity to use my overflow vacation days.

I'll say it again, UF/IFAS is better than it was 10 years ago. Our decade of remarkable progress is visible in the accolades and awards, the journal articles, the media coverage, and rising rankings. We don't put much stock in any individual ranking system. We pursue a vision to be the best land-grant university in the nation. The rise in rankings, taken as a whole, indicate that we've made progress in realizing that vision.

The recipe for the past decade's success has, in my view, three main ingredients:

Great ideas.

Great places.

Great people.

Let's start with great ideas. UF/IFAS is an idea farm. Ideas turn into realities when we can take the best of what each of us has to offer and then cultivate it. Those ideas outlive us.

For example, we lost E.T. York in 2011, but not his vision to feed the world. Last year, retired forage researcher Elver Hodges passed away at age 107. He still visited Ona regularly until last year, and we have carried on his commitment to serving producers.

We're also grounded in the humility he instilled in us. I remember during a visit to Ona I praised John Arthington for growing the center's endowment. Dr. Hodges interrupted me, and he said, "I wouldn't say he's doing that good of a job. He just signed a 5-year agreement with a 100-year-old man!"

The tenure of a vice president is a convenient framework for the long-term

view that makes our gains clear. The 2010s have been a decade in which we more fully realized that great ideas are the product of many minds. I learned that you, too, believe that none of us is as smart as all of us. We took steps to organize our expertise around ideas as a way to escape the limitations that come from pigeonholing people by discipline.

It seems like eons ago now, but just a few years back we got a new block of funding to hire research faculty. We had a great idea on a way to use it.

I invited you to pitch big ideas to me. And you delivered. You came to me with ambitions to take your work to another level on sea-level rise, integrated pest management, forest health, plant genomics, and resource-efficient communities.

We took the best of these ideas and hired people in clusters to pursue them. The strategy was to identify, recruit, and hire talent based on what problem a scientist could help solve instead of what her degree was in or what academic department had an opening.

One of the most compelling ideas was to double down on one our greatest strengths, plant innovation.

In the past 10 years we have become, in my judgment, the premier plant breeding university in the nation. We turbo-charged what had already been an elite Plant Breeders Working Group with a new cluster of five scientists—a plant pathologist, a horticulturalist, and some geneticists. This expansion of the breeding team coincided with great leaps forward in tools like CRISPR that will take years off the plant breeding timeline.

Our plant breeders group grew to 30 faculty strong in the past decade, working all over the state and in different departments. Its team of scientists now work on 50 crops.

We've seen great results.

In the past decade, UF/IFAS plant breeders have released 271 cultivars, and revenues from plant royalties have increased by 301 percent. That's good news for two reasons:

- Number one, it demonstrates that these cultivars are in widespread

use. They get licensed because they're profitable.

- Second, we reinvest royalties into greenhouses and lab equipment and research, so it fuels even more innovation.

Another cluster of hires was organized around integrated pest management. The IPM cluster added half a dozen bright young entomologists and nematologists to a team that already was without peer in beating back bugs.

They include people like Brian Bahder, who was honored at last year's research awards for his work using digital PCR to search for the cause of lethal bronzing in our state tree, the sabal palm. His work is getting us closer to an early detection system that could sharply reduce our use of pesticides.

With the caveat again that rankings do not define us, in 2017 the Center for World University Rankings named the UF Department of Entomology and Nematology the world's top university entomology department. We're doing a world-class job of discovering ways to protect trees, crops, animals, and people from insect-borne disease while also protecting precious natural resources such as water.

In fact, our entire approach to agriculture has evolved in the past decade. We've seen the idea take stronger hold that agricultural production systems need to simultaneously incorporate economic, ecological, and social goals. Our agronomy department has fostered an international movement around this concept and established the Center for Stress Resilient Agriculture in 2018 to apply it more widely in Florida.

Our year-old Center for Land-Use Efficiency, or CLUE, follows this model of seeking simultaneous economic, ecological, and social payoffs from innovation. We established it to integrate our water conservation work on farms and nurseries, lawns and landscapes, and planned communities.

I support centers because they advance systems thinking. That is, we can't just study a single aspect of a problem, but we have to study how all aspects interact. That was my thinking behind my decision to establish the

Institute for Sustainable Food Systems as a preeminence initiative of the university. We needed a research unit to address the challenge of feeding the world while enhancing the ecosystems services that make agriculture possible and preserving biodiversity, all under the umbrella of climate change.

We're about to merge this systems thinking with our long commitment to tackling world hunger.

Five years ago, we outcompeted dozens of universities to lead a five-year \$49 million worldwide project. Through the USAID Feed the Future Innovation Lab for Livestock Systems, we are making a difference in Ethiopia, Burkina Faso, Nepal, and other nations.

We've made such an impact that the Bill & Melinda Gates Foundation added its own millions to the grant.

Gbola Adesogan has done such a great job leading the project that he will lead the newly merged entity formed from the Innovation Lab for Livestock Systems and the Institute for Sustainable Food Systems. This is so new that it doesn't even have a name yet. It will allow IFAS to carry the Innovation Lab's objectives beyond Africa and Southeast Asia and the newly merged institute to become even more global in outreach.

Closer to home, we came up with new ideas about how to promote equity and access. We commissioned a study that revealed that 1 in 10 UF students experienced hunger that interfered with their learning—1 in 5 among low-income students.

In partnership with UF Student Affairs and the Office of the UF COO, we opened and expanded the Alan and Cathy Hitchcock Field and Fork Pantry.

The Field and Fork Program is used by our instructors to give students experience in farm management, logistics, marketing, and more.

We also advanced the idea of the citizen as not just the beneficiary of our science but as our partner in it. If we hadn't had the help of the locals in Cedar Key, for example, we would not have been able to celebrate an IFAS first in 2018—a ribbon-cutting on a reef.

Peter Frederick acknowledges he didn't know where to start. It was local oystermen who suggested Lone Cabbage Reef. They offered huge insight into how and where oysters grow.

As amazing a scientist as Peter is, he could not by himself get a 90-foot barge loaded down with rocks into position with less than a foot of water under the keel and then surgically place the rocks into a precise location that was invisible in inky black water. The idea that research is a community proposition has set Peter up for a decade of insights to come on how a reconstructed reef might restore estuary ecosystems.

Another great idea has been the strategic deployment of our Extension agent corps to deliver your discoveries. I mentioned food systems before. When we made Liz Felter a food systems agent, it broadened her work to include policy makers as well as producers. New researcher Catherine Campbell is continuing discussions Felter started with cities and counties on how to craft public policy to promote urban food production to foster public health and a stronger, more resilient local economy.

Extension has tripled the number of regional- and state-specialized agents since 2012. That includes the creation of a five-member RSA water team that works with each of the state's five water management districts.

In short, we've broadened our outlook so that we have many more agents by topic, not by county. That's why we hired Andrea Albertin in Quincy and Lisa Krimsky in Fort Pierce and other water team members across the state. I've called water RSA Charles Barrett the Johnny Appleseed of soil moisture sensors in Suwannee Valley, helping farmers take advantage of cost-sharing programs to adopt this technology that can cut water use by about a third and save on pumping costs.

In the past decade, we've tested so many great ideas. Some have been elegantly simple, like Sanjay Shukla saving farmers thousands of dollars per acre on water, fuel, and fertilizer

by narrowing beds and raising them by six inches. We have amassed more knowledge and solutions for HLB in the past decade than the whole rest of the world did in the previous century. We've started conversations with growers about how to incentivize the use of climate-smart practices that could transform public perception of agriculture from one of climate villain to a source of net carbon sequestration.

We've grown plants in space and improved the cultivation of mustard plants we can turn into jet fuel. We've collaborated with federal agencies in pioneering the use of drones to learn how to better manage both controlled burns and wildfires. We brought in more than a dozen animal scientists, including a livestock economist and a rangeland wildlife biologist, to drive discovery behind the business of raising a million head of cattle.

We pursued a new idea to get students thinking before they got to college about how to feed the world. The Florida Youth Institute immerses the state's promising high school talent in a weeklong residential camp to expose them to agriculture and natural resources, recruit them to our majors, and to enlist them in our idealism to create a better world through careers that address the planet's major challenges.

The College of Agricultural and Life Sciences has also pursued the idea of preparing students to become leaders of systemic change. Challenge 2050 now has a four-course sequence that culminates with a project focused on sustaining a global population.

We overcame years of bureaucratic obstacles to turn the idea of a Ph.D. in Youth Development and Family Sciences into a reality. It was one of the few new Ph.D. programs anywhere on campus in the past decade.

Great places are a second way we made IFAS better than it was a decade ago.

We opened the Straughn IFAS Extension Professional Development Center a few months after I arrived. Last year it hosted 12,600 people for trainings and meetings.

We proudly put the name Steinmetz on the building that houses that world's best Entomology and Nematology Department.

Right next to Steinmetz Hall we built the UF Honey Bee Research and Extension Lab. It's a gleaming example of what we can create with legislative support secured by stakeholders like the Florida State Beekeepers Association. We rebuilt our Beef Teaching Unit, which serves teaching, Extension and research purposes, again thanks to the support of a valued stakeholder, the Florida Cattlemen's Association.

We revived the Ordway-Swisher Biological Station with a log-sawing ceremony to open a lab that has made it much easier for our ecologists to complete their field work.

We rebuilt the Austin Cary Forest Roland T. Stern Learning Center literally on the ashes of the old headquarters.

We invested heavily in what used to be called our Suwannee Valley Agricultural Extension Center, and we've redesignated it as a research center.

We vastly expanded our distance education capacity—and not a moment too soon—with the Center for Online Learning and Technology.

We built or expanded dorms for graduate students in Ona, Immokalee, Wimauma and other research and education centers across the state, simultaneously strengthening our teaching and research.

Kevin Heinicka and his facilities team deserve credit for building IFAS bigger. They also built smarter, so that despite adding more than 400,000 square feet of facilities over the past 15 years, our utility bills are actually lower than they were in 2005.

And in 2014, I came across an old motel with a for-sale sign. It had peeling paint, busted bed springs, and a weather-beaten roof. The parking lot flooded in rain. Its dock had washed away in a storm. I saw all this and came to an obvious conclusion: "What an opportunity!"

Three years later, we cut the ribbon on what I like to think of as the Woods



Hole of the South. The Nature Coast Biological Station is the hub of science to protect one of the most pristine coastlines in the continental United States. It's a field station dedicated to the long-term ecological and economic health of the Gulf Coast from Wakulla to Hernando counties.

It's a triumph for our town-gown relationships, a place that Mike Allen has integrated into the community both by inviting the public in and by involving himself and his staff in community events and projects.

When I mention Mike Allen, I'm touching on the third and most important ingredient in our decade of progress. Great people.

My proudest accomplishment is the people we've hired. You will carry on the legacy of the decade's remarkable progress.

Seven years ago, the state designated UF a preeminent university and provided funding to support recruitment of faculty and researchers at the top of their fields. The surge of talent would contribute to our excellence on selected topics, attract research funding, and raise the university's stature.

IFAS successfully pitched several topics to the provost and hired amazing talent like Karen Garrett and Arie Havelaar. We went one step further and were actually able to hire more than our initial allotment of preeminent faculty because we moved quickly while other areas of the university lagged in recruitment. In the end, we brought in more than a dozen preeminent faculty, including Ana Conesa, Morgan Ernest, Ethan White, Gilles Bassett, Frank Asche, Frank White, and Gerritt Hoogenboom.

Frank White and Karen Garrett have since been elected fellows of the American Association for the Advancement of Science. In fact, of the 20 faculty in IFAS history to be inducted as AAAS fellows, 12 of them earned this distinction in just the past decade.

And of our six members of the National Academy of Science, half of them—Jim Jones, Harry Klee, and Pedro Sanchez—were elected in the past decade.

Our faculty are led by great administrators.

Here I can take a little credit. You see, I promoted Rob Gilbert three times in eight years. It was as much as I could promote him without giving him my own job!

I have long considered Nick Place the nation's best Extension director. I think in recent weeks, though, we all gained a deeper appreciation of what kind of leader he is. He has been a model communicator, keeping us informed and motivated. The transition also gave him the opportunity to publicly articulate a compelling vision and passion for IFAS for the decade to come.

Elaine Turner has overseen record enrollment in CALS. More importantly, she has constantly promoted excellence in teaching and learning.

Elaine is also an example of how we have made great strides in recognizing where the best talent is.

Somehow, before I got here, we went 127 years without a single female dean of the college.

I also hired the first female dean of research in what was then a 126-year history. We may yet achieve another first at the College of Veterinary Medicine. I expect interim Dean Dana Zimmel will eventually be named the first permanent female dean in the college's 44-year history.

I hired the first female FRE chair in the department's 93-year history, the first and second ever IFAS female agronomy chairs in its 85-year history. I hired the first female associate vice president for operations, Jeanna Mastrodicasa, who has probably helped every one of you in one way or another solving space and facilities issues. I brought in the first female York Lecture speaker in what was then a 30-year-old lecture series.

We now have more female leadership talent than ever—Kimberly Browne in finance, Sherry Larkin in Sea Grant, and Kati Migliaccio of Agricultural and Biological Engineering come to mind.

We also got better at identifying this talent. Please, please continue to support

Denise Bogart's efforts for diversity and inclusion. Our future success really depends on it, because without diversity in our people, we won't have the diversity of thought and perspective we need to maximize our scientific achievements.

We've brought in an incredible wave of new talent, men and women. Raluca Mateescu has been profiled by everyone from Bloomberg to the BBC to the Wall Street Journal for her genomics work that will give us climate-smart burgers and steaks. Seonghee Lee's genomics expertise will help Vance Whitaker continue to develop the world's best-tasting strawberries. UF's undergraduate teacher of the year, Laura Acosta of Food Science and Human Nutrition, is preparing a generation to put nutrition to use to improve personal and public health. Last year Andrea Lucky in entomology won the USDA NIFA national early career teaching award.

About a year after we hired Brett Scheffers into our Wildlife Ecology and Conservation Department, he drew huge accolades—and incidentally, a death threat—for a paper he published in the journal *Science*. His findings were not a warning of the forecasted impact of climate change but documentation that almost every aspect of life on earth has already been affected by it.

We've brought on some of the nation's best staff to support faculty. Jerry Fankhauser has been invaluable in coordinating hemp trials at five sites statewide, keeping us on track and out of jail in this incredibly complex enterprise.

My biggest achievement is putting others in positions to achieve. During my time here, I've had the privilege of hiring every department chair except one and every research and education center director except one.

You know, when I came here from Iowa, I thought, "Wow, I can't believe what talent I'm surrounded by!" Then it got even better over the ensuing decade.

You're continuing to show just how resilient you are in the current crisis.

Look at how quickly and seamlessly Monika Oli in Microbiology and Cell Science put classes online, even

the labs. Hillsborough County Extension agent Shawn Steed actually got thanked by a producer for turning his pesticide training into a webinar. It saved that producer a trip across the state and the expense of a hotel. Chelsea Smartt is using Microsoft TEAMS to keep her one-of-a-kind population of Culex mosquitoes alive, using the software to coordinate the caring and feeding among her team members.

David Wright says putting his quarterly carinata project meeting online last week instead of holding it in person enabled high-ranking USDA officials responsible for funding to participate.

That ability to adapt is how I know IFAS will be even better in the future.

The new VP can't do it alone. He will succeed in leading us to an IFAS changed by the pandemic because we believe we're most effective when we work as a team. New leaders will emerge among you to help him. I would not be surprised to someday be sending a note of congratulations to Dean Karla Shelnett or Faculty Senate Chair Shirley Baker.

There's one more person I want to acknowledge. Some of you have heard Renee introduce herself as "WIFAS." She has been a great source of support and a confidante during our decade here.

All 5 dogs we brought from Iowa have passed. We moved out of Gainesville when we fell in love with a fishing village called Cedar Key, but it meant we were apart far more than either of us cared for. I'm ready to go home now, to be with a soulmate who has patiently accommodated my travel schedule and workload for more than 20 years in three states.

It's time for me to go. And time for a new VP to walk in E.T. York's shoes, while I walk Arlo and Opie.

There are so many reasons IFAS has a bright future. We can already see the first rays of light from the Emerging Enterprises initiative of IFAS research and Extension. It's a platform for collaboration and incentive funding to pursue possibilities for Florida's future agriculture and natural resources industries.

This is going to harness the great work so many of you are doing today to help this state recover from the pandemic and to create the Florida of tomorrow. You are going to help our stakeholders develop the resiliency that you are modeling through these unusual times.

Whether it's Ali Sarkhosh with peaches, Shinsuke Agehara with artichokes, or Bob Hochmuth with hydroponics, so many of you are working toward that brighter future.

The dean's office has also invested in an invasion science research initiative coordinated by Damian Adams and including Luke Flory, Sam Wisely, and Dan Hahn. Maybe my successor will cut a ribbon on an Invasion Science Research Center. Or at least celebrate the opening of a virtual one.

In any case, the new VP better keep the oversized scissors ready. IFAS will continue to build. We have big dreams for a natural resources building to replace our current scattered bungalows, for example.

I foresee so much success in part because of what won't change.

The land-grant model is the quintessence of the "think-global-act-local" ethos. Public research universities have helped drive America's economic ascendancy. They give back far more than they receive in taxpayer support, and they knit the residents of a state together. We're still here, in the words of the Morrill Act, "to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life."

Even among land-grants, IFAS is special. You heard it last year when a VIP visitor from NIFA named Scott Angle told us, "There is no program anywhere in the country better than IFAS in conducting both applied and basic research."

None of my previous experience at four land-grant universities matched the rewards of leading IFAS. For the past decade, I've been proud to be affiliated with researchers who did not back down from their findings even when pressured by politicians to do so,

Extension agents who put in 10-hour days helping their communities recover from hurricanes while their own homes lay in ruins, and an instructor who persuaded a student to apply for a 16th medical school after being rejected by 15—and shared his triumph when he was accepted.

This is what a land-grant university does. Running through the entirety of the land-grant mission is that commitment to truth, arrived at through the best tool we've ever devised for establishing truth—science.

That's another reason I see a bright decade ahead for IFAS. We are, I believe, witnessing a resurgence in respect for and trust of science. Anyone who's watching Anthony Fauci can't help but marvel that a doctor, not an elected leader, is the most trusted voice of America on the coronavirus right now.

The discovery of a vaccine will not only reflect positively on medical science but on all science.

You're ready for this turning of the tide. You're ready because you never wavered in your commitment to science, even when it may not have been politically popular. For example, we continued to support the Florida Climate Institute under a governor who was reported to have banned the phrase "climate change" from state documents.

Meanwhile, we continued to provide forums for important national thought leaders who stand up for science. Robb Fraley, Michael Mann, Mark Lynas, Alison Van Eenennaam, and Naomi Oreskes are among those we've hosted in Gainesville over the past decade.

Now we have a governor who publicly declares his support for science and who chose our own Tom Frazer as the state's first ever chief science officer.

So things get better. You'll be ready when they do because of what you're doing now.

I hope you'll remember me as a leader who cared deeply about the land-grant mission. As someone who cared about science as the path to truth. And as someone who cared about people and put them first. I hope now you can answer that question I

posed 10 years ago—is he one of us?—with a yes.

You have a bright future after I'm gone, because the past decade wasn't about me. It was about us.

In my application letter a decade ago, I quoted the author of a leadership book, who wrote, "The leader finds greatness in the group. And he

or she helps the members find it in themselves." I hope that's what I've done here.

Thank you, every single one of you, for joining me in the cause of truth for the past 10 years. The next 10 will be even better, because, as I always say, "You can expect great things from IFAS."

I have a quote that I really like and want to share with you. It is from the American novelist Colson Whitehead, winner of the 2016 National Book Award for Fiction, who said, "Be kind to everybody, make art, and fight the power."

Definitely words to live by...

## WINNER: ASSOCIATIONS

*"American Nurses Association Membership Assembly Presidential Address"*

By Joan Hurwitz for Ernest J. Grant, President

// Delivered at the annual presidential address delivered to the American Nurses Association's highest governing body, its Membership Assembly, June 19, 2020

Good afternoon, To my colleagues and members of the ANA family, thank you—thank you for your unwavering commitment, ingenuity, and flexibility over the last few months. In the midst of this pandemic, we have found innovative ways to connect and collaborate—as we're demonstrating now with this virtual meeting.

It is crucial that we meet and discuss the pressing issues that nurses face today.

2020 has emerged as a year of challenges, challenges that would have been hard to imagine in January as we launched a new year, one filled with energy and excitement as we began the much-awaited "Year of the Nurse and Midwife."

Who could have imagined a worldwide pandemic, leading to widespread illness and death, great stress on health care professionals and health care systems, shutdowns of businesses, schools, and society at large, and the accompanying economic recession?

Who could have imagined the shortages of PPE, confusing and ever-changing guidance, the shock and grief of overrun emergency departments, critical care units, and long-term care facilities as well as the uncertainty that pervaded everyday activities?

Who could have imagined the extraordinary demand for nurses to

answer the call to serve in hotspots coupled with widespread furloughs and layoffs?

We have faced these challenges with grit, resilience, and kindness, embracing a common spirit of being "in this together."

I thank you and salute you for your incredible dedication and professionalism.

More recently, we have been faced with events that have sparked deep pain and turmoil across our nation and the world.

We bore witness to an act of IN-COMPREHENSIBLE racism and injustice, the murder of George Floyd by a white police officer, caught so graphically on video—and abetted by the inaction of 3 other police officers.

Sadly, his murder followed other recent examples of unjustified killings of black men, women, and adolescents.

These events are a stark reminder that COVID-19 is not the only "pandemic" Americans are facing today. Racism is a longstanding public health crisis that impacts mental, spiritual, and physical health. COVID-19 has exacerbated this crisis and added to the stress in black and other communities of color, which are experiencing higher rates of infection and deaths.

Underlying factors driving this disproportionate burden of disease are the social determinants of health—mean-

ing the social and economic factors that contribute to poor access to health care and poor health status, including a high incidence of chronic diseases such as diabetes and hypertension.

I had the opportunity to share testimony in late May with the House Committee on Ways & Means on the disparate impact of COVID-19 on these communities. We shared recommendations specifically related to COVID-19 and to address longstanding issues of racial disparities, such as the crisis of maternal mortality and basic access to health care—including mental health services.

As I stated following George Floyd's death, nurses have a responsibility to use our voices to call for change. Our Code of Ethics obligates us, as nurses, to be allies and to advocate and speak up against racism, discrimination, and injustice.

This is non-negotiable.

We are seeing stories of nurses, who are taking to the streets, with medical supplies, to treat protestors hit with rubber bullets or sprayed with tear gas. This is a true sentiment to how nurses are trained to respond.

And, IT IS OUR ethical duty to recognize human dignity and protect human rights.

Today is Juneteenth, which commemorates the end of slavery in the United States.

As we mark this day of freedom, I urge each and every one of you to join me in my call to action.

I ask you to educate yourself, and then use your trusted voice and influence to educate others about the systemic injustices that have led to the protests. The pursuit of justice requires us all to listen and engage in dialogue with others.

Leaders must come together at the local, state, and national level and commit to sustainable efforts to address racism and discrimination, police brutality, and basic human rights. We must hold ourselves and our leaders accountable to committing to reforms and action.

Remembering the words of Dr. Martin Luther King, Jr., “The arc of the moral universe is long, but it bends toward justice.”

I am privileged to serve as ANA President. It is an honor of a lifetime to lead this organization. I take seriously the responsibility to lead us during these turbulent times.

In preparing for this meeting, I reflected on the past 12 months.

When I spoke to you at last year’s Membership Assembly, I challenged each of us to consider:

**FIRST:** What would we do with the public’s trust in us, demonstrated year after year?

**SECOND:** How would we build on our professional capital—to take our profession to new heights?

and finally:

How would we influence the public agenda to improve health care and make the world a better place?

No one predicted what we are facing today, but we are reminded now, more than ever, of the true strength and impact of our profession.

While fighting a global pandemic, nurses are providing expert, compassionate care, leading by example, shaping health care policy, and advocating for resources.

As an association, ANA is committed to ensuring we continue this progress.

We have seen the power of nursing’s voice, yet we know there is much more to advocate for not only to ad-

vance our profession and the quality of care but also to advance our vision of access to high quality, affordable health care for ALL.

The first priority I set as ANA President was to promote efforts that would increase the diversity of nursing. I have long believed that both nursing, and ANA, need to better represent the diverse populations of our patients.

The more diverse the nursing workforce is, the more effective we can be to help our society address—the growing racial disparities in health care and health outcomes. It means higher quality care for patients—which is at the very core of our mission.

I am proud to say that ANA continues to collaborate with diverse nursing organizations and strives to increase participation in ANA by nurses spanning culture, race, religion, ethnicity, gender, sexual orientation, age, and other aspects of identity.

We can and we are increasing the diversity of nursing, and we will build on these efforts to ensure we are representative of all voices.

Another priority was to increase the relevance of ANA to nurses—specifically nurses on the frontlines—and to amplify ANA’s advocacy on behalf of nurses and consumers.

Since the global outbreak of COVID-19 began, ANA has been advocating for clear, evidence-based guidelines and resources. Our top priority is to ensure our nation’s nurses can safely and effectively respond to the virus and protect the public.

We understood that clear communication, collaboration, and innovation were key in navigating the challenges presented by this pandemic.

To gain a better understanding of frontline nurses’ needs, we conducted a comprehensive survey in late March. Based on responses from more than 32,000 nurses across the nation, we gained clarity about their top needs, specifically:

- A shortage of PPE,
- Preparedness,
- And cross-contamination and safety of loved ones

Based on those findings, we developed informational resources and a series of webinars to meet nurses’ needs, as well as honed and amplified our advocacy efforts.

In May, we conducted a “pulse” survey specifically on PPE to acquire insights about the current status of PPE around the country. The findings indicated persistent gaps in the supply and conservation of critical PPE. Nurses are still having to decontaminate PPE as a standard practice. Of the more than 14,000 respondents, 79 percent said they are required, or encouraged, to reuse single-use PPE, such as N95 masks.

I had the opportunity to share these results on June 3rd when I testified before the Pandemic Response Accountability Committee, which was created by the CARES Act. ANA was the only health care organization invited to speak at this hearing.

We plan to again survey nurses nationwide in July.

As I have said, it is a moral and strategic imperative for our nation’s leaders to do everything possible to protect nurses and other critical responders.

Since the beginning, ANA also has closely monitored federal legislative and regulatory developments regarding COVID-19—while providing vital information to Congress, the administration, and agencies on the impact of the pandemic on nursing.

We will continue to call on federal officials to increase the supply of PPE, testing and treatment, and to fund hazard pay and mental health support for nurses.

As we move to safely re-open our communities, we want to ensure that individuals take the necessary precautions to not only protect their own health but also the health of others. Having nurses at policy-making tables can assist us in this endeavor, as well as provide the opportunity to shape policy moving forward, including determining sound policy around access to a vaccine when it becomes available.

Although we do not know what the months ahead have in store for us, we

must plan for—and anticipate a surge of some type of COVID-19, coupled with seasonal influenza.

This brings me to another critical issue. During this unprecedented time of fear and stress, nurses are at high risk for mental health issues like anxiety, depression, and post-traumatic stress. It is estimated that more than 200,000 nurses are suffering from PTSD as a result of their work on the frontlines. In the coming weeks and months, we anticipate that number to grow.

In April, the American Nurses Foundation launched the Coronavirus Response Fund for Nurses. The national fund will address the identified, emerging needs of nurses and will focus on the following 4 things:

- **FIRST:** Supporting the mental health of nurses—today and in the future,
- **SECOND:** Providing direct financial assistance to nurses,
- **THIRD:** Ensuring that nurses everywhere have access to the latest science-based information to protect themselves, prevent infection, and care for those in need; and
- **LASTLY:** Driving national advocacy focused on nurses' and patients' needs.

As part of the mental health efforts, The Foundation, ANA and our partners, the American Association of Critical-Care Nurses, American Psychiatric Nurses Association, and Emergency Nurses Association, recently announced the launch of the national Well-being Initiative—designed specifically by nurses for nurses across the U.S.

This comprehensive mental well-being program includes virtual support systems and a digital toolkit to support the near and long-term needs of nurses' mental health. These resources will help nurses build resilience and take the necessary steps to manage the stress and overcome the trauma caused by COVID-19.

Our goal is to provide wide access to these resources, understanding these times are stressful for all nurses, not just those on the frontlines. So, I encourage you to access these resources.

My final priority centers around ANA's ability to increase nurses' engagement with consumers and, through that, elevate consumers' understanding of the value of nursing.

Coronavirus has put the profession on display—it has showcased how nurses provide expert, compassionate care, have a hand in shaping health care policy, and advocate for their patients' safety and well-being.

While we did not enter the profession to be heroes, the actions of nurses during this pandemic are heroic and the world is seeing us in a new light.

We saw the Year of the Nurse and Midwife as an opportunity to foster a greater understanding of the breadth and diversity of the profession, to leverage the trust that we have built with consumers and help more people recognize our role as leaders in transforming health care—and moreover, to support us as we took on that mission.

We quickly realized the need to pivot our focus from celebration to recognition. And we wanted to take time to promote nurses' health and well-being and to honor you in various ways.

However, the theme we had selected for our expanded Nurses Month: Nurses Make a Difference, was spot on.

In the first week, we focused on self-care, more essential than ever.

We dedicated the second week to recognizing nurses past and present.

On May 11, ANA joined the International Council of Nurses, the World Health Organization, and Nursing Now for a special recognition: Remember Health Heroes Day.

Together, we collectively took a moment of reflection to honor our fallen nurses and health care workers, who we have lost to COVID-19. We will continue to honor them this evening as part of our traditional Nightingale Tribute.

Thank you to everyone who participated in our Nurses Month activities.

We were reminded just how apropos the Year of the Nurse banner truly is:

Excel. Lead. Innovate.

Our goal for Year of the Nurse was to recognize all of you, as you excel, lead, and innovate wherever you prac-

tice. And, our intent with this focus was to raise the visibility of the nursing profession in policy dialogue and lead to greater investment in the development and increased capacity of the nursing workforce.

Little did we know how meaningful those words would become.

In the era of COVID-19, nurses have risen to the challenge.

You are excelling.

You are leading.

And you are innovating

We have all seen and heard stories of nurses answering the call to work in hotspots, working long hours under difficult conditions, and caring for critically ill patients who are separated from their families.

ANA believes that it is critical that the voice and perspective of nurses is included in the media's coverage of health care issues. To help bring to life the impact nurses have in our communities and promote a better understanding of the value of the profession, we encourage all nurses to share their stories.

Together, we ARE elevating our profession and through this work, we will continue to increase consumers' understanding of the value of nursing.

The past months—and weeks—have presented many challenges to us as a nation [PAUSE] AND as a profession.

And, as a profession, we have never been stronger. Collectively, we have a renewed sense of pride and a greater sense of mission—and personally, I have never been prouder to call myself a nurse.

As we embark on the second half of 2020—I encourage you to consider your individual responsibility and our collective accountability as a profession to make an indelible mark in this “year of the nurse.”

One important way for us all to make a difference, especially this year, is to embrace the right and responsibility to vote. It is imperative that we commit to turning out to vote and to urge our family, friends, and colleagues to actively participate in this year's elections.

This year also marks another important milestone—the centennial of the

19th amendment, granting women the right to vote. As you may know, many nurses were counted among the ranks of the suffragists. And, we can look to some of this history for inspiration.

In 1918, as the suffragists' cause was gaining momentum, the world was hit with a flu pandemic while in the midst of World War I. The suffragists adjusted and persevered. Let us honor their legacy by remaining steadfast in all our endeavors including wide participation in all elections—despite what challenges may exist due to the pandemic.

We are in a pivotal moment in our society. One that calls for us to listen. To educate ourselves. To use our influence, as health care professionals and leaders, to educate others. And, ultimately, to take action to create a powerful legacy that will be passed on to future generations.

Imagine a world where equity is a priority, where the social determinants of health drive policy decisions, and where public health and preparedness are considered essential.

Although Florence Nightingale's 200th birthday celebration was not

what many had envisioned, it strikes me that given her life of dedication and service, she would take pride in how the pandemic has shined a spotlight on the IMMENSE contributions of nurses.

She said, (quote) "I think one's feelings waste themselves in words, they ought all to be distilled into actions and into actions which bring results." (end quote)

Wise and timeless words. Let us continue, together, to take 'actions which bring results.'

Thank you.

## WINNER: BANKING AND FINANCIAL SERVICES

*"Getting to the Core of Culture"*

By Felicity H. Barber for John Williams, President and Chief Executive Officer, Federal Reserve Bank of New York



Delivered at the London School of Economics and Political Science, London, January 14, 2020

Thank you for the warm introduction. It's an absolute pleasure to be back at the London School of Economics, where I completed my Master's degree in the late 1980s. Studying at the LSE, with remarkable professors like Richard Layard, Chris Pissarides, George Evans, and the late Tony Atkinson, inspired me to pursue a career in economics and public policy. I owe a great debt of gratitude to this institution and am in awe of how it has evolved and grown in the past 30 years.

I will say that there are a few things I have not missed since my days in London: the food (yes, that has changed!), the high cost of living (some things never change), and the endless studying for and worrying about final exams. But I have missed the dear friends I made, the book shops, and the library.

It's ironic that I find myself back at the London School of Economics and NOT talking about economics. The views I bring to today's discussion come from professional and personal, rather than academic experience.

I've now led two major organizations, and culture is both the hardest and the most important thing to get right.

Culture is at the heart of behavior and norms, and the single most important factor driving the decision-making of employees. It's not an exaggeration to say that culture is critical—both when things go right, and when they go wrong.

Before I get any deeper into ideas about culture, I should give the standard Fed disclaimer that the views I express today are mine alone and do not necessarily reflect those of the Federal Open Market Committee or others in the Federal Reserve System.

### **Culture Shapes Our Working Lives**

When we talk about company culture in the context of financial services, the first thing that comes to mind is the risky, unethical, and sometimes criminal behavior in the banking industry, particularly during the financial crisis. And 10 years on from the crisis, this behavior persists. Instances of fraud, money laundering, and scandals related to foreign exchange and LIBOR continue to make the headlines.

This behavior puts a spotlight on the essential role of robust regulation and strict enforcement.

But illicit and unethical behavior is rarely the result of an isolated "bad apple." It's more often the symptom of a rotten culture. And rotten cultures don't appear overnight—nor for that matter do positive, inclusive ones, where people feel empowered and accountable to upholding the values of the organization.

Culture is created—intentionally or otherwise—by the structures, incentives, and behavioral norms that shape our working lives.

Today I want to move our attention away from the extreme behavior that makes the headlines, and think more deeply about organizational cultures.

What does a good culture look like? How can leaders in the industry establish a positive culture within their firms? And perhaps hardest of all, how do you ensure that a firm's culture adapts to the changing world, but still stays true to its values and purpose?

### **An Ethical Dilemma**

Consider this:

A junior banker on a successful real estate investment team is asked to run

projections for future rental income for a mall in Hong Kong. As part of her research she notices a number in a spreadsheet that inflates future cash flows by 4 percent. She asks a senior analyst if the number should be flagged as an optimistic assumption, so it's clear it's not based on evidence. The senior analyst responds by saying the number is a more conservative estimate than many. He says it's a "judgment call" and that they can discuss it once the project has concluded.

But the project comes and goes, everyone is busy, and the senior analyst doesn't bring it up again.

This scenario raises numerous questions: Should the junior team member raise the issue again or should she let it go? What was driving the behavior of the senior analyst? And why did no one else on the team view the situation as an ethical dilemma?

These are the kinds of issues that people often face in a work environment. And this example demonstrates many of the ways culture influences behavior.

Employees may enter an organization with a strong sense of right and wrong. What they may not realize is that group norms can exert a powerful magnetic pull on their moral compass.

The junior banker knew the way the number was being presented was unethical, and yet she complied with her boss. The response from the senior analyst, describing the situation as a "judgment call," is a common phenomenon. Using a euphemism to describe the inflated statistic camouflages the wrongdoing and makes it sound more acceptable to others.

We see it in our daily lives—terms like "troublemaker" and "not being a team player" are often used to shift the onus from the person whose behavior is being challenged to the challenger.

Ann Tenbrunsel's work has been very important for revealing how we use language to disguise or excuse behavior we know to be unacceptable.

One of the other issues this example illustrates is how organizational norms affect our own sense of what's right

and wrong and whether to speak up.

Many of you here today will be familiar with the Asch experiment, where students participated in a vision test. There was a control line and three other lines labelled A, B, and C. Participants had to state aloud which line was the same length as the control. But they had to do so after a group of actors had given an incorrect answer.

About one third of participants went along with the majority, even though it was readily apparent their answers were incorrect. When asked why they went along with the group they said it was because they wanted to fit in, or because they believed the group was better informed than they were.

Does the junior banker drop the issue in an effort to fit in? Does she raise the issue in private, or does she call a company hotline? The answer depends on the complex relationship between the individual and the culture in which they work.

I'm particularly looking forward to hearing from Celia Moore. She spoke at the New York Fed last year and discussed how organizations set goals and motivate people to achieve them. Praise, penalties, and rewards all influence an individual's behavior. Signals from the organization's leadership also have a major role to play: do the higher echelons of management value divergent views? Do they foster a culture where people feel empowered to speak up?

All of these things shape how an individual will respond to an ethical dilemma, whether they will acknowledge it as such, and how they will lead others as they move up in an organization.

As financial services professionals with great technical expertise, we often fall into the trap of thinking we can solve all of our problems on our own. But we have so much to learn from experts in other fields.

### **Strengths as Blind Spots**

One of the most important lessons I've learned as a CEO is that there's no fixed endpoint when it comes to shaping an organization's culture. You can never

take a step back and say, "We've finished the culture project. Well done! Now it's time to focus our efforts elsewhere."

Culture is constantly evolving, and therefore needs to be constantly nurtured. One of the most challenging elements is that there's no clear benchmark for success. And sometimes your greatest strengths can become your blind spots.

As an organization with a public mission and regulatory responsibilities, the Fed needs to have a particular focus on compliance. But cultures with a heavy focus on compliance can breed a sense that individuals aren't responsible for their actions.

As a CEO, I've tackled these issues by focusing on principles and values rather than writing extensive policies that try to cover every potential decision. This puts a premium on individual accountability to do what's right and creating an environment where everyone has the ability and responsibility to speak up. Somewhat paradoxically, focusing on principled decision making and accountability, rather than relying exclusively on rules and policies, can be the most effective safeguard against wrongdoing and unethical behavior.

### **What's the Way Forward?**

Creating a positive work culture is challenging and ongoing work. And there's no silver bullet that can solve cultural problems overnight.

In terms of how to move forward I'd like to make three brief points before I close:

First, the fact that we're all sitting here in this room is a very positive sign. That so many leaders from major firms are here today, engaged in these issues, is a symbol of how organizational culture is moving up the agenda.

The second is that the Banking Standards Board survey is a terrific tool for getting a snapshot of what your organization's culture looks like and how it's changing over time. It goes far beyond typical engagement questionnaires and provides powerful insights into the values of employees and the characteristics of an organization. It's impossible

to make progress if you don't have an accurate picture of your starting point.

The third is that when it comes to culture, I encourage everyone to look beyond their own lens of expertise. The Fed couldn't do its work without the deep knowledge of economists,

lawyers, and statisticians. But the solutions to challenges related to a firm's culture are unlikely to be found if we keep our focus narrowly trained on our own specialties. We have so much to learn from experts in psychology, ethics, and management.

That's one reason I've been so looking forward to today's panel discussion. It brings together experts from many of these fields, whose combined insights are the key to moving us all toward the business culture we want to see.

## WINNER: COMMERCE AND RETAIL

*"Reps, You Have a Chance to Help Wholesalers Get Better"*

By Teresa Zumwald for Rob Ferguson,  
President, Local Company Group, Winsupply

Delivered at the Association of Independent  
Manufacturers'/Representatives, Inc. 48th Annual Conference,  
Virtual Meeting, October 23, 2020

I have a question for every rep here today.

Do you remember the first time someone in our industry took a chance on YOU—when you were a brand-new rep?

Who was that person?

- What kind of help did you get?
- How did it make you feel?
- And how did that person change the direction of your career?

I remember the first time a couple of really great reps took a chance on me.

It happened 10 years ago, when I was running my own supply house: Grandview Winnelson just south of Kansas City.

Back then, I was the new guy in town. And things at my company were not good.

As the local owner, I was challenged with everything you can imagine: my customers, my vendors and my team.

Plus, the recession had just hit, and we were struggling.

So many things were going wrong.

We weren't relevant. We weren't competitive. And we didn't have a partner.

I knew I had to fix what was broken if I wanted to turn things around.

So I laid all my cards on the table.

I told reps in my market where I was going—and how I was going to get there.

Most of them either said, "No thanks!" or "I'll just wait and see what you can do."

But a couple of reps saw something in me that I did not see in myself.

So they reached out.

Despite everything I was facing, they took a risk on me.

Instead of betting on the NOW, they bet on the FUTURE.

And they took the time to mentor me.

- They trained me, advised me and challenged me.

- They opened doors for me, listened to me and called me out whenever I made a mistake.

- They were always rooting for me!

And in the end, they made me better.

###

That experience taught me firsthand what the best reps do for wholesalers every single day.

Without that kind of help from those reps in my market, I wouldn't be where I am today.

I wouldn't be the one speaking to all of you here at AIM/R's 48th Annual Conference.

Thank you for making the time to attend.

I also want to thank Michelle Lewnes-Dadas, Katie Hubach and the entire board at AIM/R for this opportunity to talk to you today about reps, wholesalers and mentoring.

I believe it's an important topic right now—something all of us need to focus on because of changes in our industry,

and what's been going on in light of COVID-19.

You know what I'm talking about.

In mid-March when our country shut down because of the pandemic, all of us were paralyzed.

For a while, we felt confused and unable to move forward.

But soon, this pandemic forced all of us to change the way we do business—and change fast.

As president of Winsupply's Local Company Group, I'm one of hundreds of people helping 600 local owners of 600 supply houses succeed.

In the beginning of this pandemic, I feared the worst.

Many of our new leaders hadn't run a business a decade ago, during the Great Recession.

Since they'd never seen a downturn, I was afraid they weren't prepared for this disruption.

- What decisions would they make to keep their teams and their customers safe?

- Would they react fast enough to remain profitable and survive the predicted recession?

- Would they keep on selling—or just wait it out?

What happened next surprised me.

Our 600 local owners went on defense.

They focused on what's essential.

For example:

- They put safety first by dividing their teams into remote and on-site crews.



- They innovated with curbside pickups, drive-thru services and locker systems to get products closer to their customers.

- They ran a stress test on their companies, cut expenses and kept a close eye on receivables.

They did more with less to be more profitable.

And they did not quit.

Then—our 600 local owners went on offense.

They were proactive—even aggressive!—and asked customers for more business:

- They changed how they built relationships by hosting Zoom coffee meetings and happy hours, and sending Door Dash lunches to customers' job sites.

- They relied on technology like e-commerce, and made sure products in demand were on the shelf and available.

When traditional markets shut down because of COVID-19, they turned up the heat in every other market to remain profitable.

They grew sales because they refused to panic.

Instead, they stayed positive.

And kept reaching out.

###

I believe this pandemic—this disruption—was a test.

Like many of you, we learned a lot about ourselves and our teams.

Instead of staying on the sidelines and just letting business happen, our local companies chose to **MAKE BUSINESS HAPPEN!**

Every day, local companies at Winsupply worked even harder to become an essential part of their customers' business.

They did it by selling solutions to their customers' problems, which goes way beyond pricing and availability.

Local companies at Winsupply took action!

As a result, they not only made money—but also captured more market share during the pandemic.

Every one of our presidents earned a Ph.D. in wholesaling because they

figured out what they could do differently that no one else in their market was willing or able to do.

###

Last month, I told local companies at Winsupply that it might seem strange to think about, but this disruption—this pandemic—made us better.

Better leaders. Better wholesalers. Better businesspeople.

If you think about it, this pandemic probably made your agency better, too.

In fact, our local companies told me that throughout this pandemic, their best reps never stopped trying to help them get better.

Their best reps didn't stay on the sidelines, wait it out or spend their time in quarantine just answering the phone.

Instead, their best reps **MADE BUSINESS HAPPEN!**

They worked even harder to help our local company presidents get even better.

These are the reps who stayed close to us:

- The reps who never failed to call us and our contractors—every single day—to keep our jobs and our projects on track.

- The reps who kept running us down so we were up-to-date on conditions and changes throughout the supply chain.

These are the reps who told us about new opportunities—like gaps we could fill in our market, plus new contractors to meet, pre-season buys and advice on commodity trends.

These are the reps who never stopped looking for new ways to help us get even better so we could get ahead.

###

All of us know intuitively what mentoring means.

It's about training and advising.

But in wholesaling, I believe it goes much deeper than that.

It's on a much different level than a relationship—or even a business partnership.

Mentoring happens gradually and takes years.

It is not scheduled.

And it does not happen by appointment.

Instead, it is organic and ongoing.

And it evolves as reps and wholesalers start to trust each other.

Mentoring is all about helping people get better.

Reps who take the time to help wholesalers get better are the best of the best.

You know who you are.

You begin by showing an interest in a new wholesaler—a person with plenty of confidence and great ideas for their market.

Someone with a lot of potential who just needs a little help.

And so you take a risk.

You go out of your way to teach us the game of wholesaling.

You train us. You push us. And you have tough conversations with us.

You debate with us. But you always respect us.

Along the way, you introduce us to people we need to know.

You ask questions. And then you listen.

You are proactive, yet ethical: When you hear something or know something that we need to know about jobs or the market, you pick up the phone and give us a call.

You have the courage to tell us the truth—even when it hurts!—so we can step up our game and become more relevant in our market.

When you go to battle with us, you stay calm. And you calm us down.

You are honest with us about the good and the bad.

You tell us whenever we make a wrong move—and yet—you give us a chance to correct our mistakes.

You lead by example.

And you get involved in our business.

Because you know how we make money, you give good advice on our behalf.

No matter what, you always have our back.

Because you are with us not just for today, or tomorrow.

You are with us for the long haul.

# # #

The really great reps who helped me years ago, and the really great reps who take care of so many of our local companies today, do ALL of these things!

I am talking about training and deep advising—help that goes well beyond products, pricing and promotions.

Really great reps are the ones who show care and concern for PEOPLE—but in particular, the up-and-coming leaders of our industry.

I believe I speak for every wholesaler when I say we appreciate that—and would love to see even more of it.

If you are one of the really great reps, you are the kind of people who get up every day for one reason: to help people get better.

# # #

Mentoring works the other way, too.

Really great wholesalers are always eager to mentor your newest sales reps, invest in them and help them get better.

At Winsupply, our local company presidents do it every day!

When I was the president at my local company, so many times I worked with a brand-new rep just hired by the owner.

We'd start right from scratch and talk one-on-one about what to know, who to talk to, how to negotiate and where to be more competitive.

It was a process. But it always paid off.

# # #

Owner-to-owner relationships like these happen all the time at Winsupply because local company presidents are owners just like YOU.

Local company presidents can make local decisions at the local level just like YOU.

Because you and our local company presidents are owners, we understand each other.

Both of us are builders of our business—not just keepers of our shop.

And that makes it even easier for both of us to mentor each other—to help each other get even better.

# # #

As this pandemic drags on, and we're forced to still keep a little distance from each other, it's easy to keep feeling alone.

Out of place.

Cut off.

Even—a little lost.

That's because when you think about how we do business as reps and wholesalers, so many things have changed!

And in our industry, change will continue to be the norm as new technologies emerge, consolidations continue, information flows faster and customers keep asking for more.

And yet, we cannot let this current pandemic—or any other disruption, new technology or change in the future—sideline us!

What CAN'T CHANGE is our commitment to push each other—to help each other get better.

Here's what I am worried about:

If reps stay on the sidelines—if reps stop helping wholesalers get better ... if we treat our relationship as a commodity!—then our businesses will always go back to PRODUCT and PRICE.

Just a transaction!

And none of us signed up for that.

That is why we need to DOUBLE DOWN on mentoring.

We need to DOUBLE DOWN on our commitment to help each other get better.

# # #

When I talk to our newest local company presidents at Winsupply, I like to ask them, "Who's your best rep in town?"

Many of them tell me they are LOOKING for a really great rep to be their partner!

The truth is—they NEED YOU to be their partner!

So don't wait to reach out.

Be the first one to make that connection.

Ask about their plans for their business.

And share yours.

At Winsupply, we are doing that. And we need you to do that, too.

# # #

Make no mistake:

Because of this pandemic—because of technology, disruption and change—we need mentoring now more than ever.

Helping each other get better is the only way we can become a greater force and more relevant in our local markets.

Mentoring IS the difference!

If we stop helping each other get better, both reps and wholesalers will lose in so many ways.

- We will lose financially—with lower margins and fewer resources to improve.

- We will lose control of what's going on in our local markets.

- And we will lose good business.

So mentoring can't stop.

Not now, during a pandemic.

And not EVER.

No matter what disruption, new technology or change comes our way.

When you help wholesalers get better, the benefits are logical and clear:

- In the short term, you sell more product, so you earn more commission.

- Over time, you build a bigger, more profitable agency.

- And in the long term, you gain loyal customers.

Helping people get better also makes our industry better.

But I believe there is much more to it than that.

Because to SELL is to SERVE.

And encouraging human potential is what we are called to do as leaders.

That is why helping people get better is really our responsibility.

It's the right thing to do.

# # #

Now if you've been part of AIM/R for a while, you know about the Win-

supply business model and how we are different on purpose.

You've heard about it from people like Monte Salsman, Eddie Gibbs, Michael Souders and Amy Souders.

You know that Winsupply exists for one reason: to build entrepreneurs who just happen to be wholesalers. And to advance what we call The Spirit of Opportunity™: the chance for courageous, capable, hardworking entrepreneurs to earn their own success.

I believe that by helping wholesalers get better, you—as independent reps!—can capitalize on your own version of the Spirit of Opportunity.

And you can take the first step by thinking back to that first question I asked you today.

Who was that person in our industry who took a chance on you, when you were a brand-new rep?

- What kind of help did you get?
- How did it make you feel?
- And how did that person change the direction of your career?

I'll never forget the greatest thing a rep ever did for me when I was running my own local company years ago.

This rep had to decide whether to set me up with product lines I needed—even though every competitor in town was threatening to stop doing business with him.

That rep took the heat.

And then he took a chance.

He bet on the future—and set me up anyway.

I knew I had just one shot to get it right.

And I wouldn't let him down.

That rep made ME better. And he made MY COMPANY better.

But he also made HIMSELF better. And he made HIS COMPANY better.

# # #

Mentoring is the right thing to do for our INDUSTRY and for EACH OTHER.

That is why today, I am challenging you to look around.

Think of one wholesaler you know.

Maybe someone who is new to the industry. Or a rising star who just got promoted, and really needs your help.

Find that hard worker with an open mind, true grit and a can-do attitude.

Someone with desire!

Then introduce yourself.

Get to know this person and how they tick.

Decide how you can help this new leader with just one thing.

Maybe it's a product, a contractor or a relationship.

And then—take a chance.

Push a little bit!

Be there for them!

And do whatever it takes to help this person with great potential get even better.

Meet them where they are—and take them where you know they can go.

And then wait.

Pay attention.

Watch!

And just see what happens next.

Thank you.

## WINNER: EDUCATORS

*“Remarks at Founders' Day Convocation 2020”*

By Elaine Tooley for Nathan Hatch,  
President, Wake Forest University

//

Delivered at Wait Chapel,  
Wake Forest University, February 20, 2020

Historian Jill Lepore once wrote that our history is a gift and a burden. In all of our pasts, we find a mixture of glory and shame, occasions to celebrate and times to mourn. History is the story of real people—flawed and fallible. Because of that, there are parts of our stories—as a nation, as a University and as individuals—that we revere; and there are parts of our stories that are reprehensible. How we address the good and the bad of our past is the foundation upon which we can build our future.

To acknowledge our history, accept responsibility and hold our institution accountable allows us to repair the harm and move toward a better Wake Forest.

As you may know, Wake Forest was founded in eastern North Carolina on the former “Forest of Wake” plantation in 1834. Our founder and all of the antebellum presidents owned enslaved people; many of our trustees were slaveholders; and some of our students perpetuated slavery. Enslaved people helped build and maintain the College. We know that as many as 16 enslaved individuals, given to the College, were sold to benefit the institution financially. Wake Forest University was a full participant in the slave economy.

Our involvement in the institution of slavery is harsh evidence that our realities fell far short of our aspiration. We acquiesced to the times and lacked

the moral imagination to envision better for all. Like those who went before us, we can be blinded by our own privilege. We must challenge the logic and end the systems that caused, and continue to cause, significant harm to individuals, our institution and society.

Therefore, it is important and overdue that, on behalf of Wake Forest University, I unequivocally apologize for participating in and benefiting from the institution of slavery. I apologize for the exploitation and use of enslaved people—both those known and unknown—who helped create and build this University through no choice of their own. I apologize that our founders did not recognize and support

the humanity and intrinsic value of those they enslaved. And I profoundly regret that subsequent generations of this University did not affirm the humanity of the enslaved individuals who made our existence possible.

As the years pass, each generation has come to comprehend more clearly the injustices that accompanied our founding. With that increased vision and understanding, they have attempted to right that which was wrong. My apology today is not about what you or I did, or did not do, in the past; it is a matter of whether we, as members of this community, are going to take responsibility for the lasting effects of past choices.

There is no perfect moment to acknowledge the past failures of our in-

stitution. For some, this apology comes too late; for others, it seems unnecessary. It is necessary. Addressing this part of our story allows us to begin reckoning with the community we were and shape the community we want to be.

There is also no complete solution for how we reconcile with this egregious element of our past. Words alone cannot undo the injustices that were done and the pain that was inflicted, but they can offer a commitment to greater understanding and genuine compassion for those whose experience falls short of our ideals.

Acknowledging past wrongs and taking responsibility are only the start of repairing damage and pursuing healing. A true apology requires taking

action and incorporating meaningful change. Many among our campus community have been working to seek and understand a more complete truth of our story. Their findings and forthcoming recommendations will help address past and present inequities and guide future action.

This is a journey we are on together. Today, we acknowledge where our path began. And today, we pledge to one another that we will not forget our history—nor will we let the humanity of any be forgotten—as we move forward. We are committed, together, to live up to our highest ideals, lifting everyone to that standard, as one Wake Forest.

Thank you.

## WINNER: ENERGY

*“Oil, Gas and Neymar’s Left Foot”*

By Michel Reinders for Wael Sawan,  
Upstream Director, Royal Dutch Shell



Delivered virtually at the Annual Rio Oil & Gas  
Conference in Brazil, December 3, 2020

Ladies and gentlemen,  
It is great to connect with you in Brazil, the country that exports two of my favourite things: Deep Water oil & gas and world class footballers.

From Pele to Zico, from Romario to Neymar.... the capacity of this country to produce super stars feels endless. I think Brazilians have been consistently competitive throughout the entire history of football because they are masters at adaptation.

In the early 20th century, when football went from private gardens to crowded streets, Brazilian players became the best dribblers in the world.

When football made a tactical leap in the 1970s, Brazilian players added ultra-fast breakouts to their game. And today, Brazilian football is adapting again, using sensors that collect data and algorithms to see things a coach with a clipboard could never notice... which is why I could, right now, check my phone and see how far every player of the Seleçao runs, how

efficient they are at scoring and how good they are at passing with their left foot...

So, Brazil, the only country in the world to have participated in every World Cup, has always adapted to new circumstances... with the best players... with the best collaboration... using the best tools.

That brings me to my second favourite thing: the oil and gas industry. Our industry also has had to adapt to changing circumstances. In fact, over the last decade, the upstream industry has adapted many times to remain profitable by making our operations fitter and leaner.

I think all of us, oil and gas companies, suppliers and contractors have come a long way. And we will have to go even further. Because so far, 2020 has asked a lot of the world and of our industry. The Covid pandemic... an economic downturn... and at one point, for the first time in history, a negative oil price. Oil and gas com-

panies must continue to increase their competitiveness once more. And just like the consistently competitive Brazilian football, I think we should do this with the best people... the best collaboration... and the best tools.

Let me start with people. At a time when many of our companies are looking for ways to make our organisations leaner, attracting the right talent is more crucial than ever. For the best result in the future, you need the best people working for you in that future. In our industry, automation and intelligent systems will become much more common... and we must prepare the workforce to perform the highly technical jobs that artificial intelligence, robotics and data science are creating.

So, we must redouble our efforts to encourage young people who are planning their careers today to consider a job in science or engineering in the future. In Brazil, for example, Shell has its entrepreneurship project Live Wire. Over the last 20 years, Live Wire

has reached 25 thousand young people and contributed to the development of more than 560 business plans, generating more than 1,000 jobs by working together with local entrepreneurs and governments.

This brings me to my second point: we need the best collaboration. An example. Shell has worked closely together with contractors Halliburton and Constellation in the Santos basin. By learning from each other and by tough timely decision making among our three companies... this team has drilled wells 30% faster and 75% cheaper over the last two years compared to previous wells Shell drilled in the basin. These previous wells were already considered "best in class".

Collaborations like these offer huge opportunities to achieve better results. And not just to bring down costs... Because collaboration also enables better results when it comes to safety. Take the Safire project by the International Association of Oil and Gas Producers, for example. This project aims to put an end to upstream fatalities by seeking collaboration between offshore industry operators, drilling contractors, service companies, suppliers, academics and regulators.

And collaboration can also help achieve better results when it comes to reducing carbon, as at the Appomat-

tox facility in the Gulf of Mexico, a joint venture between Shell and Nexen Petroleum Offshore, where Shell has worked together with Samsung Heavy Industries, Kiewit Offshore Services and many others. Appomattox is the first of Shell's facilities to use the heat from a gas turbine to generate electricity, which is expected to reduce fuel consumption by around 40% and, consequently, reduce greenhouse gas emissions.

This "combined-cycle power generation", as we call it, brings me to the last way our industry resembles Brazilian football... Because beyond the right people and right collaboration, our industry also needs the right tools... it needs the right technological innovations. As we all know, technology has shaped the success of the oil and gas industry in the past... and it will continue to play a vital role in the future, especially for capital-intensive Deep Water projects.

In particular, digitalisation is fundamentally changing the way we work. It reduces development time and costs as well as improving performance, reliability and safety. One way is with the help of advanced data analytics. In fact, checking how well Neymar can pass with his left foot is very similar to checking whether a valve still works. Let me explain...

There are more than 5,000 valves in each of Shell's larger assets. And over time, these components experience wear. Sensors across the asset can provide an enormous amount of real time data on the condition and performance of these valves. Algorithms use this data to detect unexpected trends indicating that an issue may be developing. We have two monitoring centres, one in the USA, one in India. These centres keep an eye on the output of these algorithms and provide support to our asset engineers and operators around the world. "Proactive monitoring" is what we call this at Shell, and it can help prevent incidents and unplanned interruption of production. In fact, across 2019 and 2020, this global system has delivered savings of \$53 million. Which is, I guess, close to the worth of Neymar's left foot...

So, there are more resemblances between my two favourite things from Brazil than you might think. And I am certain both Brazilian football and our industry have a bright future. Because with the best people, the best collaboration and the best tools, the list of Brazilian world class footballers will just keep growing... and the oil and gas industry will achieve a level of competitiveness we currently cannot even fathom.

Thank you.

## WINNER: GOVERNMENT

*"Governing During a Pandemic and the Humbling Act of Helping Others"*

By John Patterson for Don Harmon,  
Illinois Senate President



Delivered virtually to the Civic Federation Executive Board  
(Chicago), May 15, 2020

I'd like to start by asking everyone to envision a happier time.

Let's call it: January.

2019 had come to a close and featured one of the most productive legislative sessions in Illinois history.

Republicans and Democrats worked together on a balanced budget plan.

We approved one of the most ambitious and socially responsible adult use cannabis laws in the country.

And we had approved a massive, statewide construction program to put people to work and invest in neglected infrastructure and ignored capital needs throughout Illinois.

Our economy was stabilizing

Revenues were coming in at a better-than-expected clip.

And no one had heard of COVID-19.

In the wake of John Cullerton's retirement, I had the humbling experi-

ence being elected Senate President by my colleagues.

Things were going so well, that I thought, "Why not quit my lawyer job at Burke, Burns & Pinelli and focus on the Senate President thing full-time, I mean, it's going to be a busy session."

What... could possibly go wrong?

So that was then.

Let me tell you how the Senate President has been sheltering in place.

We're running an e-high school out of our Oak Park dining room. Attendance has been good. School spirit is spotty.

I think virtual college is in the basement.

But it seems to be a night school program.

On days like today, I'm fighting the kids for Zoom bandwidth arguing that the Civic Federation Executive Board is in fact just as important as AP US History.

I'm sorry to tell you, AP exams turned out to be the higher priority and I've been relegated to my nearby legislative office, which, thankfully, has far fewer devices connected to the Wi-Fi.

Also, over these past couple months I've learned that if you unplug the router for 10 seconds and then plug it back it, it really does solve most of the world's immediate problems.

I would like to say that it is truly an honor to be the first Senate President ever, in the history of both the Illinois Senate and the Civic Federation, to speak to you via Zoom.

But seriously, thank you for invitation and I appreciate your flexibility both in scheduling and technology to help make this happen.

As I'm sure you heard, the Illinois General Assembly is going back to Springfield next week for what is likely to be a 3-day special session.

The Illinois House plans to convene in the Bank of Springfield Convention Center.

The Illinois Senate intends to work at the Capitol using the Senate chamber.

I do not take this return to session lightly.

I'm not just head of the 40 Senate Democrats and presiding officer over the 59-member Senate.

The Office of Senate President employs more than 100 staff and support personnel at the Capitol.

Bringing everyone together for session and then sending everyone back to their families and communities in these circumstances can have dire consequences.

Back in March, the Georgia Legislature had an emergency session.

Two days later a Senator tested positive for COVID-19.

Within a couple weeks, the infection surfaced in 5 Senators. At least one was hospitalized.

Thankfully, I believe they have all recovered. But they, their families, staff and anyone in close contact had to quarantine.

The Senate and the Senate staff are a diverse collection of individuals. It includes new moms and others who fall into high risk groups or who are caretakers for family in a high risk group.

We're still working on the logistics, but the Senate will have a very different look next week.

There will be minimal staffing and I do not envision a scenario in which all 59 Senators are on the Senate floor at the same time.

Instead, bills will be presented and then members will rotate in to cast their votes.

One benefit of being in the Senate is that every Senator has an office in the Capitol with an audio and video connection to the floor. Our investment in technology is going to make it easier and safer to have this session.

We will likely be in Springfield for three days.

For those unfamiliar with the details of legislative process, the Illinois Constitution requires legislation be read three times over three days in each chamber. And it's literally that. So that's why we will likely be in Springfield for 3 days next week.

I'm sure someone is thinking: Why not Zoom session just like this meeting?

I wish we could. From a technology standpoint, I know the Senate could pull it off.

There's a legal hurdle.

There's an old state law that requires the General Assembly to meet in Springfield to take action. It has an exception that allows the governor to convene lawmakers someplace else in times of "pestilence or public danger."

Now, that was probably written so that if tuberculosis was running ram-

pant through Springfield, the governor could get lawmakers together in Champaign or Galesburg or someplace else.

I've tried to make the case that in today's reality, the Zoom meeting place could be that "someplace else."

But it's unclear under the law, and the governor has said state law would have to be changed to do remote sessions. Changing that law would require us to be in session in Springfield, probably for at least three days.

That walks you through how we are going to meet, but leaves you with the question: What are we going to do?

That's a really good question.

We're trying to put together a budget based on unknowns.

There's a nearly \$7.6 billion deficit in next year's budget plan. That's based on the latest revenue numbers for April. And that could get worse once May is factored in.

We also don't know the true costs of some of the state relief services.

And it's still somewhat of a mystery when or if the federal government will offer assistance to state and local governments. I doubt the situation will be any clearer when we convene next week.

Based on what we know right now, you would have to eliminate 1/3 of all discretionary state spending to balance the budget.

We're not cutting 1/3 of state support for public schools throughout Illinois, which would trigger massive layoffs or huge property tax increases.

We're not cutting 1/3 of higher education funding, which would likely be the death knell for some state schools that have struggled with dwindling state support.

We're not slashing 1/3 of the state support for child care programs, pre-school and money for charitable groups that provide human services to the state's disabled population.

I can tell you that's not going to happen. It's politically impossible, on both sides of the aisle.

We've been working with Republicans to try to target cuts.

I would anticipate we are going to give Gov. Pritzker some authority to

manage within the budget to meet evolving needs.

And the reality is that without meaningful federal assistance we will fall dramatically behind in paying our bills, after two years of marked improvement.

There are some scenarios in which the federal assistance may be more than enough to help balance the coming budget. What I've advised Senate Democrats is if that were to occur, any additional funds should be set aside to assist with the following fiscal year, not used to prop up additional spending.

Just as there's no vaccine or cure to make this virus go away, there's no quick fix for our finances.

We will still be dealing with the economic fallout a year from now when assembling the Fiscal Year 2022 budget.

I want to emphasize that Illinois is not unique in our dilemma.

There is no state that's in good shape.

Service economies have been hit.

Tourism economies have been hit.

Oil and gas economies are suffering.

From Wyoming to New Jersey, states are turning to the federal government for help.

Illinois is one of I believe 30 states whose fiscal year ends June 30, all of which are trying to piece together disastrous budgets with an eye toward Washington.

I'm going to guess many of you are aware that I recently sent a letter to the Illinois Congressional Delegation outlining what I believe would be an effective recovery package for our state.

I figure I might as well address that now because it's probably coming later in questions.

Let's go right to the controversial part.

Yes, I asked for \$10 billion in aid for the state pension systems, in the form of direct funding or loans.

Let me tell you what that is.

That's roughly 2 1/2 years of the normal costs of having a retirement system for public school teachers, state workers and university employees.

This virus is hitting our economy now in Fiscal Year 2020, it's going to

have a dramatic impact on Fiscal Year 2021 that starts July 1, and the following, 2022 Fiscal Year.

Our annual pension payment consists of two parts: The normal costs of having a retirement system and the debt payment to catch up on decades of underfunding.

No one's talking about a federal bailout of the pension systems. That debt stands at more than \$130 billion. \$10 billion is a pretty paltry bailout.

And let me explain why I split out the pension request.

I think the money should be earmarked for the pension systems from the beginning and not being used to prop up state spending anywhere else. And that would mean the pension systems would take that money and immediately invest it in the stock market, which I think would generally help that national economy rebound.

As for the rest of the letter ...

There was a request for \$9.6 billion in aid for local governments distributed per capita in an effort to provide relief for cities and villages that are already facing service cuts, layoffs and property tax increases to fill the gap.

I asked for \$6 billion for the unemployment insurance trust fund, an amount that one congressional aide called far too conservative. This fund faces real challenges as benefits are now going out under federal law to gig economy workers whose employers never paid into the trust fund. There's a lot to resolve there and it's not going to be easy or inexpensive, but it's already been put in motion by Washington.

And I asked for \$1 billion to support expanded public health programs and access in minority communities that are disproportionately victimized by this virus in large part because of underlying problems that have lingered unaddressed for years.

At the end of the day, I don't think the request for Illinois is going to look that much different than a request for any other state.

With that, I'm going to wrap up a little short of the full time allotted be-

cause I would imagine there are several questions.

But before I do, there's one more thing I'd like to mention.

The Senate hasn't been at the Capitol since March 5. I've seen criticism that lawmakers need to get back to work.

I'd like to push back by telling you what we have been doing.

We've been assisting constituents who find themselves out of work and with no idea how to navigate the state's unemployment bureaucracy at a time when that system is overwhelmed.

Senator Mike Hastings in the South Suburbs is personally tracking hundreds of unemployment cases, making spreadsheets and following up with individuals to see how their cases are proceeding and whether they've received a call back from the state agency.

My chief of staff, has stepped in to help lawmakers similarly track unemployment casework. She's building tracking spreadsheets and personally calling back unemployed workers across the state to help them navigate the system at one of the worst times in their lives.

We've got downstate members whose social media pages have become the community resource for information because there is no dominant media outlet and certainly not one that pays close attention to state government.

I've got members who start returning local calls for help at 8 a.m. and finish up at 8 p.m. and they do this every day of the week to try to keep up with the flood of people needing help.

Being a state senator is a lot more than going to the big domed building in Springfield and pushing buttons on laws.

Our jobs are grounded in helping the people we were elected to represent, and right now that has usually meant literally helping one person and then another and then another.

And while it is on one hand tragic, it is also rewarding and humbling.

Thank you again for this unique opportunity during this unique time.

I look forward to someday joining you in person and I'd be happy to try to answer any questions.

# WINNER: MILITARY

*“A Call to Arms: Resilience to Disinformation”*

By Emma Anbeek for Admiral R.P. Bauer,  
Chief of Defence



Delivered at The Hague,  
November 12, 2020

Good evening, Students, let me first congratulate you on your lustrum. And thank you for inviting me.

I'm happy to have this chance to talk to future politicians and members of public administration. My mission is always to tell as many people as possible about our Armed Forces. It can be a closed world to civilians. So I'm going to make you a little bit more of an insider to this world. And I've got a sort of call to arms for you—students of political science.

But I'll get to that.

First, I'll try to take you into the world of servicemen and women. Some of you may have seen the recent TV programme 'Kamp Van Koningsbrugge'. A series in which civilians attempt to complete the selection for one of the toughest military training programmes in the Netherlands: the Army Special Forces training.

Do you know the saying: “when the going gets tough, the tough get going?” Some of the toughest are in the Special Forces. These men are asked to perform extreme tasks under extreme situations. So they're trained to the core, have honed their skills to perfection. They're extremely fit, disciplined, resourceful and focused.

So what happens when civilians try to do the Army Special Forces training? Some of them had excellent basic fitness. Exercised regularly, had some good muscle on them and were in good physical condition. But they quickly discovered that the Special Forces are not just about physical strength.

It's their mental strength that makes the difference. Without a strong mind, it's just a nice looking collection of meat and muscles...which, by the way, you can buy in the form of the 2021

Netherlands Marine Corps Calendar, at 16 euros 50 each. The proceeds will go to charity.

Let me go back to mental strength...

A strong mind is what will determine whether or not you will crack under pressure. That's what will make you keep going when most people give up. It's what will save not only your buddies in times of crisis...but it will save you too.

It's all about resilience: can you bounce back when the going gets really, really tough?

When I think about strength and resilience, I not only think of the Special Forces... I also think of my dear mother. She is 91 years old. Lives on her own, still drives her car...

When COVID-19 came into our lives, along with the first protective measures, I called her because I was worried about her well-being. Did she have enough supplies, groceries and such? I quickly found out I needn't have worried at all. She was so calm and collected. Had gone to the supermarket at 07:55am and was done by 08:30. She'd been scheduled for hip surgery, and to prevent her operation from being pushed back endlessly, she'd written a letter to her surgeon. 'So he won't forget me,' she said.

Kind of silly that I had been worried about my mother's wellbeing. She's lived through bigger challenges. She was 11 years old when World War 2 began and 16 when it ended. She had missed out on a big part of her teenage years because of the Nazi occupation of our country. She lost two husbands, one when she was 32 (my biological father; 6 months before I was born) and one when she was 78, when my stepfather died. But none of this

has made her bitter or angry. It made her resilient. Self-reliant.

It's the resilience that is sometimes missing in generations much younger than hers. I've been surprised and astonished by people who refuse to wear a mask and draw parallels to Nazi occupation during the Second World War.

From my office in the Ministry of Defence, I can see the square in front of our parliament. I've seen COVID deniers march on that square, refusing to wear a mask. I've seen them attack police and stalk members of parliament, shouting death threats. A news outlet had to remove their logo from satellite vans because they were being threatened. Some of these people gleefully speculate over killing the prime minister. And laugh when they see that he no longer can take his bike to work, but has to be escorted.

I'm very worried about this development. This is not a case of anti-establishment people with a different opinion. This is not a case of tin foil hats and a colourful homemade website with pictures of crop circles.

These are people who are willing to disrupt the world violently. They spread theories of disinformation and division, sometimes unknowingly filled with Russian conspiracy theories, like accidental Trojan horses.

I'm concerned about this. Because I see they are treating people who do not share their opinions as their enemies. There's no room for anyone who disagrees with them. They put their own interest above common interest. This can tear the fabric of our society.

Let me explain my concern from the perspective of teamwork in the military. In the military, we put common interest above the individual. Being strong is not always about being the fastest alone—



but about making sure the group reaches its goal. Because whether or not you survive in times of war or conflict depends on the group you are in.

If you are wounded, your colleagues will do all they can to take you with them: “leave no man behind”. That sense of unity, of fighting for each other, is strong. It’s what people love most about serving in the military. It’s what they miss most when they retire or leave. This is why we in the military speak of “a band of brothers and sisters”.

Every man and woman in the team has a specific role and together they form a solid team. General Patton, who served during both the First and the Second World War, described it aptly in a speech he gave many times to his troops, in 1944, before the liberation of Europe. I’ll redact the quote a little, as the general was notorious for his profanity...

“Every man does his job, serves the whole. Ordnance men are needed to supply the guns and machinery of war to keep us rolling. Quartermasters are needed to bring up food and clothes (...). Every last man (...) has a job to do, even the one who heats our water (...).”

General Patton explains that a team depends on solid members. When a platoon, a squad or a brigade feels that there are cracks in this unity, there is a sense of real danger. We survive as a team or we die as a team. Patton described this as follows:

“Every single man in this army has a job to do and he must do it. Every man is a vital link in the great chain. What if every truck driver suddenly decided that he didn’t like the whine of those shells overhead, turned yellow, and jumped headlong into a ditch? The coward could say, “Hell, they won’t miss me, just one man in thousands.” But what if every man thought that way? Where on earth would we be now? What would our country, our loved ones, our homes, be like?”

I ask myself these questions, too, when I look at our society now. I see too many people who are jumping headlong into a ditch.

When the going gets tough, it can be appealing to hear someone say that it doesn’t have to be this tough, that you as an individual bear no responsibility in this crisis... and that others are to blame. And so, in every crisis, we see discrimination rise; in the case of this COVID crisis, there has been talk of a ‘China crisis’, there’s a rise in anti-Semitism. In every crisis, conspiracy theories can gain a foothold. They are a way out of what is necessary to overcome a crisis: hard work, shared responsibility and sacrifice. And most importantly: a sense of community. A sense of: we can do this together. We can do this as a team.

I’m worried when I see that members of our society are jumping into a ditch. I want to keep them on board.

One of these people asked me recently in a vague and lengthy plea: who do you serve? He was afraid—as conspiracy theorists sometimes are—that Defence was the pawn of a tyrannical and illegal government. I’ve heard these ideas before.

When Defence was asked to keep the situation safe during a farmers’ protest, it was said by some that we were ‘against farmers’. Of course we weren’t.

We had been asked by the mayor of The Hague to prevent a disturbance of public order, protect the roads and prevent the destruction of property.

When there was a big field exercise by the army a few weeks ago, in which the public saw combat vehicles driving by, some said on social media that it was to prepare for a lockdown. Of course it wasn’t.

Our military personnel are training constantly, sometimes in ways that are more visible to civilians.

Defence does it best to quickly debunk these fables. But it is not a case of harmless gossip; it is misleading and an insult to the military.

People join the military for many reasons: a desire for adventure, the need for a challenge, a desire to help people. But there is one common denominator: a love for our country. So I find it worrisome when people call our service into question.

Let me answer that question, put to me by a conspiracy theorist: who do you serve?

I serve the Armed Forces. And the Armed Forces serve the Kingdom of the Netherlands. Every soldier has sworn by oath or affirmation: allegiance to our King, meaning the government, obedience to our Constitution and other laws and, last but not least, submission to disciplinary law. And so did I, in 1985. The Armed Forces will protect anyone in our Kingdom, regardless of their faith, political preference, age, skin colour, gender, sexual preference and so forth.

We go where we are asked to go by the government. Any mission abroad is decided upon by our government. A government which is formed after legal elections with an agreed outcome. Parliament is always informed and asked to support these missions, with the exception of special operations and NATO Article 5 missions.

There are currently about 450 Dutch servicemen and women deployed in places like Afghanistan, Iraq, Mali, Libya, Israel, Jordan and Lithuania. None of these soldiers is serving abroad for their own egoistic purposes. Nor are the ones who serve at home—think of the servicemen and women who have stepped up in this COVID crisis—from helping out in hospitals to setting up and manning test lanes.

These men and women are in the Armed Forces because they believe in something that is bigger than themselves: freedom. Freedom to be who you want to be, freedom of speech and freedom to vote.

They serve not just for themselves but for their country, and for freedom in the countries to which they are asked to go. Their service is a powerful instrument that our government can use whenever it deems necessary.

So it hurts me when people question the motives of military personnel. Not only in this case. But also by politicians who should know better.

Last year, a member of parliament called the work of our F-16 pilots during operations over Iraq ‘murder’. This

year, the youth division of a political party called the Armed Forces 'the killing machine of Defence'. Thankfully these instances are rare. But they are still hurtful.

But I will still fight, if necessary to the death, to protect the freedom of speech of all Dutch citizens, including theirs. All I ask is that they will make sure of the facts. Our men and women in uniform act according to a mandate that is given to them by the legislator. They act according to international laws. They go where they are asked to go: a deterrence exercise in Lithuania; gender advice in Afghanistan; COVID assistance in our own country; arresting the suspected perpetrator after the terrorist attack in Utrecht; emergency assistance following a hurricane in the Bahamas; and so on.

And they do this voluntarily. They joined the Armed Forces of their own volition.

Centuries ago, the protection of our cities, of our country, was a shared responsibility. Almost everyone contributed to the safeguarding of their town or village.

Now we've got over forty-thousand professionals who have taken on this safeguarding task for our whole country. Critics can badmouth the Armed Forces all they want.

All I ask is that they make sure of their facts. The existence and use of the Armed Forces is defined in our Constitution, Articles 97 to 100. If you want to change the purpose of the Armed Forces, or the way they operate, you have to change our Constitution. If you want to disband our Armed Forces, make sure you have a 2/3 majority in both Houses of Parliament and I will take off my uniform and change into civilian clothes. I will be sad, but I'll obey the law. As will the other servicemen and women—all 42,852 of them.

So I ask critics to take the constitutional route if they don't like the way it is now. Organize a civilized debate. And in the meantime, I hope critics are respectful to our military, which consists of people who joined voluntarily to serve and protect their country, its

people, and freedom and peace worldwide. Because a polarized discussion only makes for a more divided society. And that's what our enemies like to see. Enemies hate a resilient society. Our enemies hate strong alliances such as NATO. The best way to annoy your enemy is to show that you are strong, resilient and that you are not alone.

Next year I will become the Chairman of NATO's Military Committee. I will do all I can to keep annoying our enemies by maintaining the strong bond of our transatlantic allies. As a small country in the middle of NATO territory, the Netherlands has enjoyed an atmosphere of peace and security for decades. And although that is great in itself, I think it has also led to a distorted image of the actual threat in Europe.

We haven't paid the 2% contribution to NATO, despite repeated promises to do so since 2014. Some say that the 2% means nothing. That is not true, however.

The 2% of our gross domestic product (the GDP) is the amount of money that is required to form an armed force that is able to counter the threats against our nation. The same applies to the other 29 NATO members.

Through the fog of peace, it didn't seem urgent. I hope that the future politicians amongst you will recognize that urgency, as it is down to the government and parliament to pay the 2%. In our Defence Vision for 2035, we called for long-term political commitment to the EU and NATO. Because we can't afford to rely on our biggest NATO ally, the United States, to keep footing 70% of the total bill. The President-elect of the United States, Joe Biden, is said to have a greater focus on Asia than on Europe, continuing the 'Asia pivot' of the Obama administration. He will also keep calling on us to contribute more to NATO—though in a different tone than was used by the current President.

Also, we've seen that Russia and China have been increasing their defence budgets by billions of dollars. And we've seen that they have expanded their information operations. They

are arming themselves not only with warships and hypersonic missiles, but also with tools to attack the cohesion of a society, our society.

And that is where I need your help. Let me explain.

There's a quote by military strategist John R. Boyd that summarizes this threat:

"Machines don't fight wars. Terrain doesn't fight wars. Humans fight wars. You must get into the mind of humans. That's where the battles are won."

There's a right way to do this. For example, in the UN Mission in Mali, we studied the Malian population to understand what kind of people they are, what their needs are, and how we can support them. In the Baltic States, we researched what safety means for that population, to serve them better in the deployment of NATO's enhanced Forward Presence. This kind of research is legitimate and it supports the efforts of our military personnel.

What I'm worried about is the illegitimate mind battles. Conflicts of today are more and more about influencing what people think... about what they see as true and valuable.

A few examples.

- On the 17th of July, Russian separatists in Ukraine shot down flight MH17, killing 298 people, one hundred and 193 of whom were Dutch. To this day, Russia is denying involvement and actively spreading disinformation.

- In April of this year, a forged letter by NATO Secretary General Jens Stoltenberg was sent to governments and media outlets in Lithuania. It stated that the organization was withdrawing its troops from the country. Some outlets published the story.

- A French media outlet has falsely claimed that the NATO exercise 'Defender 2020' was the cause of the spread of COVID in Europe. The website has ties with InfoRos - a news agency that has been linked to Russian military intelligence.

These instances of disinformation are attempts to test our nation's resilience. Just as Russian fighter jets regularly attempt to fly into Dutch

airspace, trying to test the speed of our response... we've even seen Russian bombers in our airspace, in 2018.

But note that with fake stories, they don't attack us physically.

They attack our ideas of what is true and valuable wanting to create confusion and division and aiming to destroy the roots of our democracy.

Of course, disinformation has been used before, by the Soviet Union, for example, and by Allied Forces during World War 2. The difference is that now some of the social media that spread these stories operate without checks and balances. Social media will refer you from one conspiracy theory to the next, as long as you keep looking, keep clicking. Mostly for financial gain, because juicy stories that warn you of imminent danger are clicked upon more often than the dull and well-researched truth. Some steps have been taken; for example, to alert the public to false statements on Twitter. Instagram has, during this pandemic, added a button under COVID-related posts that will lead you to reliable information. And YouTube has recently taken down the page of a well-known conspiracy theorist. I don't know whether this is the best solution. Because the real problem seems to be that the profit model of social media platforms is to make you keep looking and clicking, whatever kind of information you are digesting.

As future politicians and members of public administration, these will be some of your biggest challenges:

- understanding the power of social media platforms and deciding whether to regulate them, and if so, how to do this;
- making algorithms work for us instead of against us;
- and making people more resilient to clickable disinformation.

So many people think they are using a certain medium to investigate the truth, not knowing their investigation is being shaped by that medium, not knowing that this medium is profiting from your investigation.

I remember a disturbing headline from last year: "Facebook is putting a halt to Russian influence of Africa". The company had removed dozens of fake accounts and pages which were targeting 1 million people living in eight African countries, such as Libya and Sudan. These accounts were focused on influencing the opinions of citizens of these countries. They were controlled by organisations owned by a Russian businessman with close ties to the president. A man who had previously been indicted by the US for interfering in the 2016 presidential election.

Let that sink in...

One, a social media platform is seen as being able to influence whole countries.

Two, opinions are worth that much. Bending opinions towards the goals of a state are a scary tactic.

So in these times, having and keeping a clear and critical mind is more important than ever. A clear mind, untainted by parties with ill intent. A resilient mind, able to recognise disinformation.

So this is my 'call to arms' to you, bright minds, who are going to shape the politics of the future. I want to ask that you, as the leaders, politicians and directors of the future, build and maintain the resilience of our society. To be a leader who unifies, not someone who adds to and widens the divide. Be critical of the information that feeds your sense of reality.

As military theorist Carl von Clausewitz once said: "Our mind must be constantly armed."

I agree: protect your mind from disinformation. Ask yourself in whose interest it is to create confusion; to create division. And whether you want to add to it, or be an advocate of unity.

I hope you can take inspiration from teamwork in the military, and realize that you are part of something bigger: this room, this student organization, this city, this country, this idea of freedom and democracy.

As General Patton said: "Every man is a vital link in the great chain." You are one of those links, and you can help to make that chain as strong as it can be.

Thank you.

## WINNER: NONPROFIT

*"Our First Teachers"*

By Rosemary King for Nichole Maher,  
CEO, Group Health Foundation



Delivered in Portland, Oregon,  
October 8, 2020

Thank you and welcome. We're grateful you could join us for "Shaping the Future," our first-ever grantee convening. Our goal today is to explore our shared histories and lived experiences together. Together we'll explore questions such as, what am I bringing to this work and to this

moment? And how are our histories intertwined? I'll begin by answering those questions myself.

I grew up in southeast Alaska on the island of Kupreanof. While my Mother's side of the family is from Alaska, my father's family has lived in eastern and central Washington for several

generations. My family moved to the Olympic peninsula because my dad was a logger and fisherman. We lived in Chimicum, not too far from where I make my home today in Kitsap county.

When I started middle school, our family moved to the Siletz Indian Reservation in Lincoln Country Oregon. We

lived about 10 miles outside of Siletz in an unincorporated area called Logsdan. The population today? About 325 people. Let's just say ... calling it "small" or "rural" might be an understatement.

Looking back, I remember two distinct moments, two wake-up calls, during my childhood.

The first was in 9th grade. My entire class from the Siletz Reservation was bussed to the local white high school to save money and integrate our communities. Without a single placement test or evaluation, every one of us was promptly enrolled in remedial classes and special education. It was clear that some teachers and students disliked us. It was also clear that others seemed to actually hate us. I can still taste the bitter feeling of being unwelcome and unwanted.

I found their anger deeply upsetting and, frankly, a little confusing. Back then, I didn't understand that their attitudes were rooted in racism and classism, words I didn't even know at the time. Their mentality was shaped by fear and their own scarcity of resources. I was just a 14-year-old girl wondering what my friends and I had done so wrong.

My second wake-up call came in college. Oregon State University, at first, seemed like a land of endless opportunities and a million miles from Siletz (even though it was only an hour and a half away). Scholarship programs opened doors for low-income kids like me. As the daughter of a logger, I even got a \$400 stipend from the local mill to pay for my college text books.

While I loved many things about college, outside the classroom some of the lessons were painful. I learned that communities with no roads, no electricity, no running water were thought of as 'backwards.' Or that it was shameful to admit that I had grown up living in a double-wide trailer. I learned from white professors and classmates that I didn't look native enough for them. Worst of all, I learned that the people who had loved me as a young girl and taught me to value myself were considered 'less than.' They were perceived

as a group one should feel sorry for or offer charity to.

But that wasn't the community I remembered growing up. Just the opposite was true.

I felt tremendous pride for the gifts they had given me. Native Elders had showed me what love and support could look like. The nonprofit and tribal programs I had attended had encouraged me. They told me I was smart and that, if I worked hard, I could do something for my community.

At that point in my life, I was swimming in contradictions. However difficult it was for me personally, I'm now grateful that, at a young age, I became aware of injustice, racism, and how classism permeates almost every aspect of society, even though we rarely talk about it.

It was these lessons that, in fact, truly prepared me for my professional career—I dare say much more than my public health degrees. And in 2001, I was lucky enough to stumble upon an organization then called the Native American Youth Association.

It was these experiences and the values I learned at both NAYA and Northwest Health Foundation that brought me to Group Health Foundation, first as a Trustee and later as the CEO. The Board and the entire team here are deeply committed to holding ourselves accountable to our shared values.

- At Group Health Foundation, we acknowledge the deep scars caused by historical hurt and harm done to many of our communities.

- We believe that the systems society has designed (intentionally and unintentionally) favor the privileged and fail the vulnerable.

- We understand there are no overt disparities between groups of people, only structures that have failed them. Racism causes health inequity, not race.

- And we recognize that solutions originate in the heart of communities themselves and with leaders they already have—not in far-off places or even Seattle or Olympia.

From the start, we agreed to build an organization that would serve all

Washingtonians, not just those in politically-connected places. In 2019, we committed to centering communities all across the state.

During my first 18-months, I was privileged to travel to all 39 counties in Washington and visit some 300 leaders, organizations, and Tribal Nations. That's where, in fact, we met many of you, whom we consider to be "our first teachers." You kick offed what I call our 'forever work' around health, equity, and helped shape our organization in many ways.

GHF is (and will always be) a learning organization. Sometimes that means reminding ourselves that we, as a foundation, don't actually do ANYTHING. We are here to be of service to the nonprofit community. Yes, we issue grants and being a c4 lets us leverage influence on causes we feel strongly about. But ultimately, foundations do everything through nonprofits and leaders like you. You and your work are at the center of everything we do.

Our approach to philanthropy, in fact, comes down to this: an ironclad belief that communities most impacted by inequalities should be at the center of solutions.

You're living with problems every day and have far more expertise and wisdom than we'll ever have.

COVID-19, as tragic as its been, offers a beautiful example. The communities we call "our first teachers" were among the first to recognize the danger of the disease. They were among the first to provide concrete solutions to keep families safe. And they showed up in the first month, the fifth month, and now, the eighth month.

Thank you for allowing me to share my story this morning and for allowing Group Health Foundation to join your journey. We certainly don't have all the answers, but we're willing to take risks knowing that over time they may lead to better health outcomes than we've seen in the past. And in doing so, we aim to accelerate health equity and we hope to create a better, more vibrant future for people across the state of Washington.

# WINNER: CONTROVERSIAL OR HIGHLY POLITICIZED TOPICS

*“What Does This Statue Mean? Removing the Country’s Largest Confederate Monument”*

By Grant Neely for Ralph S. Northam,  
Governor of Virginia



Delivered at the Virginia State Capitol,  
June 4, 2020

Good morning, everyone. I want to thank everyone watching from around Virginia and around the country, and I want to thank the many guests who have joined us as we chart a new course in Virginia’s history.

Today, we’re here to be honest about our past and talk about our future.

I’m no historian, but I strongly believe that we have to confront where we’ve been, in order to shape where we’re going.

And in Virginia, for more than 400 years, we have set high ideals about freedom and equality, but we have fallen short of them.

Some of America’s most hopeful and forward-looking moments happened in this Commonwealth and in this capital city. When Americans first dreamed of life, liberty, and the pursuit of happiness—they dreamed here in the Commonwealth.

Virginia adopted a Declaration of Rights before the United States declared independence. It said that all are “equally free and independent and have certain inherent rights.” It specifically called out freedom of the press and freedom of religion.

And in a church on a hill 15 blocks from here, Virginia’s first elected Governor helped launch the American Revolution when he cried, “Give me liberty, or give me death!” That was Patrick Henry, and I now have the job that he once held—72 governors later.

These are our greatest legacies as Americans. But there’s a whole lot more to the story, because those inspiring words and high ideals did not apply to everyone, not then and not now.

Because at the bottom of that same hill, one of the country’s largest slave-trading markets was coming to life.

A place where Virginians would sell men, women, and children for profit. Americans buying and selling other Americans.

This is just as much the American story, and it’s one that we are only just now beginning to tell more fully.

Through 400 years of American history, starting with the enslavement of Africans, through the Civil War, through Jim Crow, and Massive Resistance, and mass incarceration, black oppression has always existed in this country, just in different forms.

The legacy of racism continues not just in isolated incidents like we saw in Minneapolis a few days ago—and I want to acknowledge that our country will honor the life of George Floyd in a memorial service in about three hours.

The legacy of racism also continues as part of a system that touches every person and every aspect of our lives, whether we know it or not. But hearts are in different places, and not everyone can see it—or they don’t want to see it.

When I used to teach ambitious young doctors, I would tell them, “The eyes can’t see what the mind doesn’t know.” That’s true for all of us.

So, it’s time to acknowledge the reality of institutional racism, even if you can’t see it. Public policies have kept this reality in place for a long time. That’s why we’ve been working so hard to reform criminal justice laws, expand health care access, make it easier to vote, and so much more.

But symbols matter too, and Virginia has never been willing to deal with symbols. Until now.

Today, Virginia is home to more Confederate commemorations than any other state. That’s true because generations ago, Virginia made the decision not to celebrate unity, but to

honor the cause of division. You’ll see this if you look around Virginia and our capital city.

The statue of Robert E. Lee is the most prominent. Lee himself didn’t want a monument, but Virginia built one any way. Lee once said, “I think it is wiser not to keep open the sores of war, but to follow the examples of those nations who endeavored to obliterate the marks of civil strife, to commit to oblivion the feelings engendered.” Those are wise words indeed.

So, what happened? Virginia leaders said, we know better.

Instead of choosing to heal the wounds of the American civil war, they chose to keep them on display. They launched a new campaign to undo the results of the Civil War by other means.

They needed a symbol to shore up the cause. And it’s quite a symbol. The Lee statue was built in France, and when it arrived by boat on the James River docks, it took 10,000 citizens—and a whole lot of rope to haul three large crates out into the tobacco field where it would be installed. Some business people put it out in the field, so they could eventually build a housing development around it, and make money. It worked.

This happened in May 1890, twenty years after Lee died and a generation after the Civil War ended. 150,000 people came out when the statue was unveiled. But from the beginning, there was no secret about what the statue meant. Almost every one of those 150,000 people waved Confederate flags that day.

John Mitchell was the editor of the Black newspaper, the Richmond Planet, at the time. He wrote, “The emblem of the union had been left behind—a glorification of the lost cause

was everywhere.” It was a big day, and more big days followed throughout the old south. And as the statues went up, so did lots of new laws. It was all part of the same campaign.

Here’s just one example: New laws limited the right to vote. In the years after the Civil War, more than 100,000 African American men were registered to vote in Virginia. But once this campaign took off, that number plummeted by 90 percent, to barely 10,000.

That worked too. Because the people who wrote these laws knew what they were doing. They wrote other new laws to say that once a statue goes up, it can never come down. They wanted the statues to remain forever—they needed the statues to stay forever, because they helped keep the system in place. That also worked. Those laws ruled for more than a century.

But voting matters, and elections matter, and laws can be changed. And this year, we changed them. This year, I proposed legislation to let cities and counties decide what to do with monuments in their communities—take them down, move them somewhere else, or add additional context.

That law takes effect in four weeks, and then local communities will decide. I know Richmond is going to do the right thing.

But the Lee statue is unique. It’s different from every other statue in Virginia—both in size and in legal status.

You see, the state owns it, unlike most other statues. That was another part of the plan to keep it up forever. It sits on a 100-foot circle of land, a state-owned island, surrounded by the City of Richmond.

The whole thing is six stories tall. It towers over homes, businesses, and everyone who lives in Richmond—from elegant Monument Avenue to the public housing neighborhood of Gilpin Court.

The statue itself weighs 12 tons, and it sits atop a large pedestal. A pedestal is a place of honor. We put things on pedestals when we want people to look up.

Think about the message this sends to people coming from around the world to visit the capital city of one of the largest states in the country. Or to young children. What do you say when a six-year-old African American little girl looks you in the eye, and says: What does this big statue mean? Why is it here?

When a young child looks up and sees something that big and prominent, she knows that it’s important. And when it’s the biggest thing around, it sends a clear message: This is what we value the most. But that’s just not true anymore.

In Virginia, we no longer preach a false version of history. One that pretends the Civil War was about “state rights” and not the evils of slavery. No one believes that any longer.

And in 2020, we can no longer honor a system that was based on the buying and selling of enslaved people. In 2020!

I want us all to tell the little girl the truth. Yes, that statue has been there for a long time. But it was wrong then, and it is wrong now.

So, we’re taking it down.

Now, I know some will protest. Some will say, Lee was an honorable man. I know many people will be angry.

But my friends, I believe in a Virginia that studies its past in an honest way. I believe that when we learn more, we can do more. And I believe that when we learn more—when we take that honest look at our past—we must do more than just talk about the future.

We must take action. So, I am directing the Department of General Services to remove the statue of Robert E. Lee as soon as possible. It will go into storage, and we will work with the community to determine its future.

Before we turn to the next speakers, I want to acknowledge all the elected officials, scholars, members of our advisory boards, and other guests who here.

In particular, I want to acknowledge members of the family of Barbara Johns: Mr. Robert Johns and his grandson Mr. Tyrone Mayer, Jr. You all know their family’s story.

In 1951, a 16-year-old girl, Barbara Johns, stood up and led a protest—a student strike against substandard conditions at Robert Russa Moton High School in Prince Edward County. She pushed and pushed, and two great American attorneys took up her cause. Oliver Hill and Spottswood Robinson filed suit, next door, in the federal courthouse at the bottom of the hill. That case became *Brown v. Board of Education*, and it eventually threw out segregated schools in the United States of America.

That is how you make change—you push on the outside, and you push on the inside too.

We’ll hear in just a moment from a few of the people who are making change happen.

My friends, I believe in a Virginia that studies its past in an honest way. I believe in a Virginia that learns lessons from the past. And we all know our country needs that example right now.

America is once again looking to Virginia to lead. But make no mistake—removing a symbol is important, but it’s only a step.

It doesn’t mean problems are solved. We still need change in this country. We need healing most of all. But symbols do matter.

My friends, we all know it’s time. And history will prove that.

Now, I would like to introduce the Reverend Robert W. Lee IV. We’ve been talking about his great-great-uncle.

# WINNER: COVID CRISIS

*“After Lockdown: Insights on the Future of Work”*

By Martha J. Frase for Johnny C. Taylor, Jr., President and CEO, SHRM, the Society for Human Resource Management



Delivered virtually, June 2, 2020

Thank you for the opportunity to speak at this year’s summit.

And what a year we’ve had so far! But even before the massive disruptions of COVID-19, the workplace was changing drastically—and faster than many leaders could plan for.

Now we’ve had to make some of the hardest decisions of our careers—because they directly impact people’s lives and livelihoods.

We cannot underestimate this last point. Things are bad out there right now, and they will get worse. But they are going to get better too.

As difficult as it is, all business leaders must look at the current economic situation with clear, unflinching eyes.

Last week, with our partner, Oxford Economics, SHRM released the newest in our series of research findings:

The millions of jobs that were lost in a matter of weeks will take years to return.

For example, by the end of 2021, 80 percent of cities will not have recovered the jobs they lost during the pandemic.

We’ll feel this even deeper in places with a lower population density. By the end of next year, nearly 9 in 10 smaller cities will not have regained jobs lost during the pandemic.

And so far, some \$1.3 trillion in income has been lost by the U.S. workforce. 20 percent of that, \$260 billion, represents earnings from employed workers. That’s the effect of furloughs and salary cuts.

Let me put that 1.3 trillion in perspective.

A stack of 1 million hundred-dollar bills would be 3.3 feet high—the height of a chair.

A stack of 1 trillion?

That would tower 631 miles high—

2.5 times higher than the International Space Station.

But let’s bring it back down to earth. Because 1.3 trillion isn’t just a number: It’s mortgages, rent, car payments, student loans, college tuition, retirement savings.

It’s food and medicine.

In parts of the world, starvation is going to reach levels we haven’t seen since last century.

This is our reality—and it underscores the urgency to safely reopen and return to work.

And when we do, we will need to look at everything with new eyes: our budgets, our leave policies, our buildings, our talent strategies and so much else that will carry different priorities than before.

One of the big issues we’ll be grappling with is the rise of remote work. Many employees have come to like it. About 31 percent tell us that they are more productive at home. But the rest say that they are only AS productive—or less productive.

Twitter and Slack have already announced that their workforces can permanently work remotely, and other companies will follow suit.

And why not? Think of the money companies can save on office space, parking, security, utilities, cleaning, coffee, and all the other things that people need at work.

But our data show that not everyone wants to work remotely. And this often falls along generational lines.

Just last week, I was having a conversation with the CEO of a large media company. When he learned I was from SHRM, he asked me what I thought of the approach Twitter and other tech companies are taking toward remote work.

I told him it all boils down to culture. And every company culture is different. What may work for Jack Dorsey at Twitter may not work for other companies that are fueled by face-to-face teamwork.

Let us remember what happens in the office. This is where diverse individuals come together to strategize, collaborate, and generate social interactions that turn the office into an idea factory.

That’s how sparks of innovation catch fire.

Still, there is no right or wrong when it comes to remote work and other cultural expectations.

The problem comes when business leaders rush to follow the example of others rather than being intentional and authentic about their own culture.

In fact, this moment of crisis is also the moment to test your culture. Do your guiding principles still work under pressure? Do your leaders and teams reflect what you believe in as an organization?

It’s time to be truthful about who you are, not who you want to be or what your brand says you are.

When you have a complete and clear-eyed understanding of your organization’s true culture, you can own it, recruit for it and develop your talent for it.

If your culture is not working as it should, you must have the courage to change it. To redefine it. You may not be the CHRO or CEO of your organization, but you still have the power to articulate why culture matters and to have an opinion about your own.

Any of you can do that. You can make the case for culture change. You can give the CHRO the road map. And you can model the cultural

norms you want your organization to project.

[PAUSE]

Beyond considerations of remote work, organizations would be wise to adopt modern workplace flexibility and leave policies, which can help keep businesses operating during disruptions like coronavirus.

In a downturn, it is more important than ever for employers to create bold, innovative solutions that help you attract and keep your best talent.

Keep in mind too that talent management will also transform.

The trend toward remote work will make finding key talent easier when we can tap into workers located anywhere in the world. That prized performer in NYC can easily be recruited to your team in Silicon Valley.

For good or bad, this is a buyers' market for talent. So take advantage of it. This is a golden opportunity for employers and leaders to be really clear about their culture by recruiting and cultivating the right people.

This is how we empower our workforces—Put people right where they ought to be.

Training and developing your talent will also transform. We will innovate professional development with some of the technologies we've begun using in just the last few months of staying at home. Virtual learning—augmented

by new applications of virtual reality—will come into its own and change the landscape of education.

Because employees will be able to learn quickly and as needed. I believe that COVID-19 has moved us closer to solutions for our country's skills gaps—when we can upskill and reskill 24/7 from anywhere.

Employers also should brace for another change: They will now be responsible for the health of their workforce as never before. There will be new rules—in the beginning at least—about social distancing, personal protective equipment and possibly disciplinary policies for those who risk the health of others.

Mental health will be a big part of employee health considerations. SHRM's latest research found that nearly 1 in 4 employees report feeling down, depressed, or hopeless often. Here again, employers will be primary solution providers, expanding support for mental health and wellness in the workplace.

Now for some advice to my fellow CEOs and organizational leaders: Invest in your People Managers. They have a significant influence on your company culture.

Train them to recognize employees under stress. Reiterate the importance of being inclusive at all times. And show them how to “Be extra.”

Here's what I mean by that: During periods of heightened stress, it's natural to forget the impact leaders and managers have on people's lives and attitudes. Being “extra” in all you do to serve your people means going the extra mile to recognize those who are working through extraordinary circumstances. And it means finding ways to support and empower those who may be struggling.

Those are just a few ways I believe the world of work will change in the coming months and years. But I don't have a crystal ball. Much of this will be in your hands as workplace leaders.

At SHRM, one of our five Guiding Principles in particular has been getting a workout. That is to show flexibility and agility. And that will be your greatest strength going forward too.

Because no one really knows what the “new normal” will evolve to be. We know we won't hug and shake hands so much, but otherwise the future of work is a jumpy ball.

In fact, it is ours to shape.

And I find that pretty exciting.

The challenges are great. But I have a deep faith in our country's resiliency and the ability of business leaders to navigate us through. Together, we will see the other side of this, and our workplaces will be stronger and better for it.

Thank you.

## WINNER: DIVERSITY/EQUITY/INCLUSION

*“The Right to Be Ourselves”*

By Antonie van Campen for Stef Blok,  
Dutch Minister of Foreign Affairs

//

Delivered at The Hague,  
the Netherlands, December 10, 2020

**H**onoured guests, What do an indigenous feminist from Guatemala, a doctor from Sudan, and a transgender woman from Armenia have in common?

The answer is: they've all suffered in a way that made them stronger.

And they are all aware of what others have to go through.

That's why they are now fighting for human dignity. For equality.

In other words: for the fundamental rights of others.

This is why all three of them have been nominated for the annual Human Rights Tulip.

An award presented by the Dutch government, to people who promote

and support human rights, in peaceful and innovative ways.

But before I announce the winner of this year's Tulip, I would like to tell you all a bit more about these three incredible human beings, who have joined us digitally today.

These three people deserve the utmost respect for what they have



done, and for what they are continuing to do.

First of all, Lorena Cabnal, the indigenous feminist, who grew up during the darkest years of the Guatemalan civil war.

From a very young age Lorena experienced sexual violence, at the hands of her father.

And she was not the only one in her community.

As you have said yourself, Lorena, many girls who grow up in indigenous communities think that it is normal to be taken against their will. When they are 12 or 13 years old.

That it is normal, to be any man's woman;

To have five children or more by the time you're 25;

To have men treat you like dirt if they don't like living with you;

And probably never to have access to education, because your family expects you to cook, and to work harvesting coffee on the farm.

Work, by the way, you will never get paid for.

That is the life many girls you know are living.

And the reason why one of your female friends once asked you:

'Lorena, you know how children have rights.

Do you think that women have rights as well?'

You had to think about that question, Lorena.

And from that moment on, you later said, an awareness of gender started to dawn for you.

An awareness of being a woman. Because you thought:

'Why is it, that my indigenous government, the Xinka indigenous government, is made up of 357 men? And no women?'

'Why do only men work as spiritual guides. Why are they the ones who conduct the great ceremonies? And are women on the sidelines.'

'Why are women in my community the most impoverished?'

'And why, when indigenous people so often speak of peace, and love, do so

many commit sexual violence?'

It was then you decided that something needed to be done.

And the rest, I can now say, is history.

Because from that moment on, Lorena, you started to secretly organise meetings with other women.

Together you made a list of all the urgent needs that women had in your community.

Like food for children. Food for themselves. And ways of preventing teenage pregnancies and maternal deaths.

The next step was knocking on doors, and writing a lot of letters, to ask organisations to help you.

Which ultimately resulted in the birth of the Association for Indigenous Women of Santa Maria Xalapan, in 2004.

And now, Lorena, 16 years later, you are part of the network of ancestral healers, you've established three schools for political education - each attended by around 30 women each year.

You've taught more than hundred indigenous women how to read, how to write, how to use contraception, and how to avoid forced pregnancies.

In other words, you taught women how to change their lives.

And equally important: how to heal. At the same time you've been busy bringing accusations against sexual offenders and leaders of trafficking networks, so that justice can be done, and women can live truly safe lives.

As in the case of a poor indigenous girl—only 16 years old—who was offered work by someone.

Together with her seven-month-old baby, she went to his house.

Where she was kidnapped, drugged and sexually abused. By men linked to organised drug trade.

They held her captive for three months, and gave her baby up for legal adoption.

It was thanks to you, Lorena, that this poor young girl was rescued.

She even got her baby back.

The man responsible for the kidnapping was later put in prison.

But it was a long, hard and dangerous process.

A process that made you fear for your own life, too.

But the dangers didn't scare you, Lorena.

You kept on fighting for the rights of women and girls.

Even though you were exiled from your community, and even though you and your eleven year old daughter now have to live far away from the place where you grew up.

Still you continue your battle.

So that one day, all people can live freely and in dignity.

And for that you deserve our utmost respect.

I want you to know, Lorena, that equal rights for women and girls is a key part of Dutch human rights policy. And we will do everything we can to continue improving the position of women and girls, worldwide.

Not only because gender equality is crucial for ending violence and building sustainable peace, but also because women's rights are human rights.

Thank you Lorena.

Honoured guests,

Another brave human being, and the second nominee for the Human Rights Tulip Award, is Mohamed Nagi Alassam.

Mohamed, like millions of other Sudanese people you grew up desperate, hopeless, and disappointed in how your country had turned out, under the 30-year dictatorship of Omar Al-Bashir's Islamist regime.

Your people experienced endless internal wars. Famine. And state brutality.

Which costs millions of your fellow citizens their lives.

Seven years ago, Mohamed, in May 2013, you experienced the repression of Al-Bashir's regime personally and directly for the first time.

You were a student at university.

And together with other students, you aimed to take part in student union elections, as part of an opposition alliance which was competing against the pro-regime student alliance.

When the candidate lists were about to be presented, armed forces stormed your campus with vehicles, weapons and soldiers.

You saw fellow students from the pro-regime student alliance with Kalashnikovs.

And before you knew it, they were firing many rounds over your head, and all around you.

You saw other students crying.

It was, as you later said, the most frightening moment of your life.

And you will never forget this moment for another reason, too: the strong feeling of injustice.

That day, you learned that the regime's only response was violence.

This was confirmed a few months later, when armed forces opened fire on peaceful protesters, killing more than 200 people.

Among them Abubaker Abdela-ziem.

A young man, just 23 years old.

You remembered him, Mohamed, because this young man stood there peacefully, raising his empty hands in front of the security forces, embodying the words that he had just written:

'Oh my friend, we are tired,' he had written.

'But we cannot lie down during the battle.'

As this young man stood there, government forces shot him.

And although he died, he did not lie down during the battle.

He courageously gave his life for the collective cause:

A free and democratic Sudan.

This young man's death, Mohamed, had a deep impact on you.

Soon after, you joined the Central Committee of Sudanese Doctors.

And within the same year, together with other Committee members, you managed to hold the biggest doctors' strike in decades.

An event that would break the barrier of fear among doctors, as well as other professionals in Sudan.

From lawyers and engineers to journalists, university professors and teachers.

They felt encouraged by the strike you helped organise.

And this common inspiration led to a huge increase in the activity of different professional bodies.

You seized on that momentum, Mohamed.

And you and your colleagues brought all these unions together under one banner.

The Sudanese Professionals Association was born.

A body that soon adopted a political agenda.

An agenda that called for civilian rule, women's empowerment, and an end to the nation's civil wars.

A body that was trusted by the people.

But apparently not by the regime.

Because within three days of the agenda's announcement, you were arrested and detained by security forces.

98 days you spent in prison, during which you were questioned constantly about the newly formed umbrella association and its members.

What you didn't know, was that while you were in prison, an uprising had begun, which would last for eight months.

Millions of Sudanese people, young and old, men and women, formed local independent resistance committees.

Showing the regime that their will could not be broken.

And thanks to the leadership of your umbrella organisation, Mohamed, they won.

The people won.

You won.

Allow me therefore, to thank you.

For your strength. For your perseverance. And for your belief in democracy.

Because everyone has the right to form and to join trade unions that protect their interests.

That's why the Netherlands will continue to fully support human right defenders who defend this fundamental right.

So that people like you can continue—and expand—your work.

Allow me to move on to the third nominee:

Lilit Martirosyan from Armenia, who has also joined us digitally.

Lilit, you had a very difficult childhood.

You were assigned male at birth.

But you identified as a girl.

Every time you wore your mother's clothing—when you were eight or nine years old—your father was upset, and ashamed.

'What will the neighbours say?', he would shout at you.

Later, at the age of 14, you had to leave the village where you lived, because you no longer felt safe.

Many LGBTI people in your country, after all, live in the shadows.

Afraid of being ridiculed, discriminated against, attacked, or even killed.

It is also why you became a sex worker in a big city.

Because you knew that people like you, are often deprived of an education, and therefore unable to find employment and make a living.

But the life of a sex worker was not the life you envisioned for yourself.

You wanted to stand up for your rights, and help others.

That's why you were not only the first person in Armenia to register as a transgender woman, but also the founder of the Right Side Human Rights Defender NGO, in 2016.

An NGO run by—and for—transgender people and sex workers in Armenia and the rest of the South Caucasus.

This can't have been easy.

Because it led to your receiving a lot of death threats.

In April 2019, for example, when you were the first member of Armenia's LGBTI community to address the National Assembly.

You spoke out bravely against discrimination against transgender people.

But many people condemned your speech.

Including the chairperson of the parliamentary session.

Who told a Radio Free Europe reporter that, and I quote, 'perverts must be expelled from Armenia'.

'Send them to Holland', he said.

Adding: 'We want females to be females, and males to be males. You cannot mix female with male. It's shameful,' he concluded.

As if this wasn't bad enough, Lilit, people phoned your mother and your brother, threatening to kill you.

To burn you alive.

Your family was forced to flee.

And how must you have felt the night right after you gave your speech, when you ordered food to be delivered to your apartment.

Not long after the delivery guy rang your bell and gave you your food, he posted a public message on Facebook with your address, to help the people who wanted to kill you.

I can't begin to imagine what it must feel like to experience such hatred, and to live in constant fear.

Nobody deserves that.

So I would like to thank you as well, Lilit, for your strength, and your determination.

Because thanks to your peaceful actions, LGBTI people and sex workers in Armenia now have a community centre, which has become a home, and a safe space for them.

They can get legal and mental health support. They have access to English courses, and other education; And transgender people can change the name in their passport.

From male to female. Or from female to male. Without undergoing gender reassignment surgery.

On top of that, Lilit, you organise summer camps for the parents of transgender people.

Allowing them, for the first time in their lives, to talk openly about the problems they face.

And more importantly, to begin to realise that they cannot change their children, and that their children did not choose this life.

But that it is ... who they are.

Lorena Cabnal put this into words beautifully when she said:

'There are no two equal stones, two equal rivers or two equal mountains.'

'Even two trees that bear fruit are not identical.'

'In the same way, bodies are not the same either. Or different ways of living in community.'

'Men, women, transgenders, transvestites, lesbians, gays, non-binary people...'

'It doesn't matter what you are.'

'What matters is the plurality of life.'

I couldn't agree more.

Which makes me a feminist as well. And a pluralist.

So thank you, Lilit, for not only living your life, but advocating for those who cannot live as openly, and challenging your country's cultural and political institutions.

Especially in these difficult times. Among other reasons, because transgender people are now being accused of evading military service.

Lilit, I want you to know, that the Netherlands will continue to support human rights defenders, who promote equal rights for LGBTI people around the world, because everyone should have the right to be themselves.

Unfortunately, I can only present the Dutch Human Rights Tulip to one of you.

To only one of these three amazing human rights defenders I have spoken about.

Needless to say, all three of you are role models.

Lilit.

Mohamed.

And Lorena.

All three of you have shown us what hope really means.

How people can empower themselves in the most horrible situations.

All three of you have stood up for the rights of others.

And have struggled to build better societies. With more democracy, more openness, and more humanity.

And all three of you continue to work to advance human rights and democracy. Peacefully, around the world.

And so all three of you deserve our support.

But as I said, only one candidate can be the winner.

And that candidate, the winner of the Dutch annual Human Rights Tulip award is ...

Lilit Martirosyan!

Lilit, you never gave up on the non-violent pathway to change.

Even when you received death threats.

Time after time, you rose up, holding onto that spark of hope.

And stood your ground.

For all those transgender people in your country.

For all those fellow human beings struggling to survive.

That is why, I hope that this prize, the Dutch Human Rights Tulip Award, can somehow help you as you continue your struggle.

We in the Netherlands support you, Lilit.

Just as we support Mohamed and Lorena.

Because, even though we still have our own struggles here in the Netherlands, when it comes to human rights, we know that human rights are for everyone.

No matter who you are.

No matter where you are from.

No matter how much money you have.

Or, as Judge Edwin Cameron so eloquently said in his Jonathan Mann Lecture, four years ago:

'We do not ask for tolerance, or even acceptance.

We claim what is rightfully ours.

That is our right to be ourselves, in dignity and equality, with other human beings.'

So thank you Lilit. Thank you Mohamed. And thank you Lorena.

I wish you all the best of luck.

# WINNER: ECONOMICS

*“The New Stone Soup”*

By Justine Adelizzi for Mary C. Daly, President and Chief Executive Officer, Federal Reserve Bank of San Francisco

Delivered in Dublin, Ireland,  
February 10, 2020

## Introduction

Thank you for that kind introduction and warm welcome. It’s a privilege to be back here in Ireland. This is the first country I ever visited outside of the United States, and I still remember how welcoming you were and how much I learned. So it’s truly a privilege to return.

It’s also a great honor to be part of such a distinguished lecture series, addressing such a distinguished audience. Now before I begin, let me say that my remarks tonight are my own, and don’t necessarily reflect the views of anyone else within the Federal Reserve System.

As you know, I am a policymaker—a monetary policymaker. Many of us in this room are policymakers or people who support policymakers. And even though we come from different countries and have different areas of expertise, we all share something in common.

We each want to serve the public. We each want to be remembered for doing our best. We each want to make contributions that stand the test of time.

But times today are challenging. Countries across the globe face slow growth, low real interest rates, and persistent low inflation. This makes our economies less resilient to everyday shocks and less able to offset them with the tools we’ve traditionally relied on. Moreover, our futures are interconnected. Today, a shock to one country can spill over. Said simply, when one of us stumbles, all of us sway.

So my question tonight is: in the face of these challenges, what can we do?

## The environment we face

First, let’s talk about how we got here. And I’ll start with the story in the United States.

Large structural shifts are reshaping our economy. First among them is population aging. The baby boom generation is retiring. And this is having a profound effect on labor force growth—especially since subsequent birth cohorts are so much smaller.

The numbers tell the story. During the 1970s, as the baby boom generation matured and entered the labor market in large numbers, the U.S. labor force grew by just over 2.5 percent per year. Today, labor force growth is closer to 0.5 percent per year. All else being equal, this shaves about 2 percentage points off potential GDP growth in the United States each year.

This slower economic growth translates directly into lower interest rates. Slower growth decreases investment by reducing the return on capital. At the same time, an aging population increases the pool of available savings, as older individuals build and preserve their nest eggs. Together, these forces increase the supply of savings relative to the demand for investment, reducing real interest rates.

These patterns are not unique to the United States. We could just as easily be talking about Ireland, or any country in Europe, or just about any advanced economy around the world.

And these are not our only challenges. On top of slower growth and lower real interest rates, central banks are finding it more difficult to achieve their inflation goals, even in good times.

Fundamental changes in product markets have been putting downward pressure on prices. And since many markets are global, these changes are spreading—creating a strong disinflationary trend and pulling down inflation and inflation expectations in many parts of the world.

Combined, these factors—lower inflation, lower inflation expectations, and lower real interest rates—add up to one thing: less monetary policy space when the next downturn emerges.

But central bankers aren’t the only ones feeling the pressure. Fiscal policymakers are also constrained. Policies enacted to offset the global financial crisis have left many advanced nations with relatively high debt-to-GDP ratios. And most face looming obligations to support their aging populations at levels promised when growth was much faster.

So this is where we find ourselves. Facing a future where economic shocks are inevitable, and where monetary and fiscal agents have less policy room to combat them.

So again I ask: what can we do?

## Make stone soup

When faced with a tough problem, my first instinct is to turn to books, models, and other formal practices. I’m an economist after all—that’s what we do. But wisdom isn’t only found in traditional tools. Sometimes, you have to turn to tales.

One of my favorites is the story of stone soup. It’s a European folktale I’m sure you’ve heard. There are many different versions, including one by Ireland’s own William Butler Yeats. But I’d like to share the story as I learned it.

One day, a group of strangers came to a village. They were hungry and knocked on doors, asking for food. But the villagers had very little and were hungry themselves. They closed their doors, pulled their shades, and guarded their meager stocks.

So the strangers went into the town center and dragged over a large pot.

They built a roaring fire underneath. And to the pot, they added a few stones.

As the pot began to boil, the villagers looked on, curious. Some came outside. They asked: what are you doing? The strangers, with confidence, said they were making stone soup. Then they began to imagine aloud how much better it would taste with just a few additional ingredients—an onion, a potato, a beef bone...

No one villager had everything. But each villager had something. So they started contributing to the pot. And when they combined it all, everyone had more. Everyone had enough.

I learned this story when I was 7 years old. And it has stuck with me all these years. I share it with you today to emphasize this point.

It's tempting to look at our cupboards and say they're bare. That the problems we're facing are too big. That the tools we have at our disposal are too limited. That the best strategy—the only strategy—is to close our doors, pull our shades, and guard our meager resources as long as we can.

But this is why we need stories. To help show us a different path.

So what lessons from stone soup can we apply to our current situation?

### **Look for strangers**

The first lesson is to seek the perspectives of others. As policymakers, we like to think that our education, experience, and institutional history are a sufficient foundation for good decision-making. We especially want to think this when times are tough and people are counting on us to fix things.

But these are the very circumstances when pausing and engaging with those outside of ourselves is most important.

Let me give you an example. For much of our history, central bankers have used the natural tension between unemployment and inflation to evaluate the stance of monetary policy—whether we've got it right or not. But over the past decade, this natural tension has been harder to see. Unemployment has fallen dramatically

while inflation has remained relatively muted. The question is, what should we make of this?

As a labor economist and policymaker, I've thought a lot about this. But I actually found the answer by listening to those less familiar with the tradeoff. Last year, the Federal Reserve conducted a series of listening events as part of our monetary policy framework review. We talked to academics, policymakers, and—most importantly—business and community leaders.

Here's what we learned. A historically low unemployment rate does not mean that the labor market is historically tight. And letting the economy run past what we thought was possible has tremendous benefits, especially for disadvantaged groups. Eleven years into the expansion, many more workers have entered the labor force and found jobs than anyone thought possible. By finding full employment experientially, we have improved the lives of countless Americans.

Importantly, few models would have predicted this. Little history would have told us this was possible. Our traditional approach would have said to curb this growth, eliminate the possibility of unwanted inflation, and be satisfied with bringing unemployment back to its historical average. If we had stayed within this mindset, we might very well have cut the expansion short.

In other words, if we hadn't talked to others—the proverbial strangers—we wouldn't have seen all that was possible.

### **We have more than we think**

Here's the second lesson from stone soup. The bravest thing the villagers did was to contribute to the soup without fully knowing what would come of it. In other words, they had to act despite considerable uncertainty about the outcome.

As policymakers, we face a similar challenge. There is no doubt that we are collectively more constrained than in the past, and that we face greater uncertainty about the impact of our tools and

their ability to achieve our goals. Still, we have to act like the villagers.

After more than 40 years of fighting to bring inflation down to target, the new economic environment requires that monetary policymakers push inflation up to target. And while this will not be easy, we have the tools we need. Options like average inflation targeting, nominal income targeting, and boosting the inflation target are already being researched and widely debated.

But having the tools and actually being willing to use them are two very different things. And with very limited experience using these tools in this way, we feel uncertain. We've exercised the muscle of pushing inflation down for so long that changing direction feels unnatural. But that is exactly what we will need to do. We need to embrace the mindset that inflation a bit above target is far better than inflation a bit below target in today's economic environment.

A similar mindset shift will be necessary for fiscal policymakers. With monetary policy facing its own limits, fiscal policy will need to play a larger role in smoothing through economic shocks. But in a world of fiscal discipline, it's hard to commit to the idea of more.

But *more* is exactly what we need. Expanding the array of automatic stabilizers that form part of the social safety net can help mitigate the depth and duration of economic downturns. Think of unemployment insurance, which kicks in automatically when things are bad, helping individuals smooth through a tough time while limiting the amplification of their loss throughout the economy. Although more work is needed, recent research suggests that these types of programs will likely be especially powerful in the new economic reality we face.

Perhaps most importantly, we need to continue investing in our future growth. Countless research studies have shown that spending on things like infrastructure, research and development, and education pays off and actually increases the productive capacity of the economy in the longer run.

In today's low interest rate environment, such investments are relatively easy to finance and will pay a high rate of return in the future. We should take advantage of the opportunity.

### A better global legacy

Before I conclude, I'd like to leave you with some final thoughts.

We all look at the world through the lens of our own experiences. We only know what we know. But what stone

soup tells us is that it's possible to widen our lens. The villagers in the story were able to see a new path forward when they engaged with the strangers. Their mindsets changed. And then, they were brave enough to act.

As policymakers, we must actively look for perspectives outside of our own. And we need to be courageous enough to take action, even in times of uncertainty. We don't have the luxury of waiting for strangers to knock on our doors.

So let this be our legacy. In the face of challenges, with limited tools and less than clear paths, we chose an abundance mindset over a scarcity mindset. We came together and worked to hand future generations a better world than the one we inherited.

As policymakers, I think we can all live with that. Maybe even be proud of it.

Thank you.

## WINNER: EDUCATION

*"There Will Be Daybreak"*

By Julia Lam for Craig Williams,  
President, Jordan Brand, NIKE, Inc.

//

Delivered at Benedict College,  
Columbia, South Carolina, August 8, 2020

President Artis, Reverend Dr. Burgess, Board of Trustees, faculty and staff—

Parents, family, and friends watching virtually—

And most importantly, Class of 2020—

Congratulations! You made it.

I know there were times when it seemed iffy.

I know there were times when it felt like the universe was throwing everything it could in your way.

But you didn't just beat the odds. You crushed it.

From freshman seminar to Zoom University senior spring...

From all those dorm rules you "always" followed, to all those exams you "always" aced...

Fried Chicken Wednesdays. Homecoming block parties. Courtchella...

A final semester you couldn't have predicted—and a commencement that will go down in history...

You made it.

And I am so honored to join you—the best of B.C.—on your special day.

\*

Like you, I'm here today because Benedict changed my life, too.

Growing up in St. Louis, Missouri, the word "college" wasn't exactly in my everyday vocabulary.

And yet—stepping onto campus, I felt right at home.

At Benedict, I found community. The quintessential Black experience.

I learned to be comfortable, as my grandmother would say, in my own skin.

I met the love of my life. My better half, as my wife likes to remind me.

Most importantly, Benedict taught me to dream. To believe that my life could be bigger than the circumstances around it.

Class of 2020, that's something that you carry with you, too:

The ability to dream big enough that it scares you.

And the ability to plan fearlessly to make it reality.

Even in the year 2020.

Especially in the year 2020.

\*

No doubt, it's easy to look at the world as it is and feel overwhelmed by what you see.

A global pandemic. An economic downturn. A crisis of inequity and injustice.

But let me tell you what I see as I look at you, Class of 2020.

I see the same passion and purpose that I saw in my peers as a student here—that fierce drive to get out there and go change the world.

I see the grit that it takes to become the first in your family to attend college.

I see the determination that it takes to juggle work and studies, to support your families and serve your community.

I see your commitment to each other—how you've stayed strong, stayed tight, and stayed together.

I see courage in the face of adversity.

Most of all, I see an awesome legacy—and an awesome responsibility.

\*

Here's what I mean.

First of all, as Benedict graduates, you are heirs to an awesome legacy—a history unlike any other.

150 years ago, this institution was founded on the grounds of a former plantation.

Here, free Black men and women prepared to become “powers for good in society.”

That vision held strong through Reconstruction, Jim Crow, the rise of the civil rights movement.

Benedict classes came and went as the nation saw a boycott in Montgomery, a March in Washington, the declaration of a Dream.

Here at Benedict, students organized sit-ins. They led demonstrations.

And this year, in these last months, many of you carried on that proud history of civic engagement and peaceful protest.

When I think about all that Benedict has seen, and all that its graduates have faced, I think about the words of Scripture.

From the Book of Matthew: “The rain fell. And the floods came. And the winds blew and beat on that house. But it did not fall. Because it had been founded on the rock.”

Tigers, no matter where you go from here, you carry a piece of that rock with you.

You carry an awesome legacy.

\*

You also carry an awesome responsibility.

It’s a responsibility to recognize that you always have a choice.

When you see something that is not right, you have the opportunity to change it.

When you see something that you question, you have the ability to speak up about it.

In those moments, you have a right and a responsibility to stand tall, instead of shrinking back.

To raise your voice in the face of injustice.

To support your friends, families, and communities in times of need.

To vote. And stand up for others’ hard-won right to vote.

How to engage, how to speak up, how to take action—what that means may look different for everyone.

But if each of us steps up when we see something that is not right; speaks up when we see something that we question; stands tall, instead of shrinking back—

If each of us accepts that awesome responsibility, that’s when change begins.

\*

I can’t think of a better example than a man who dedicated his entire life to pushing and pulling, as he put it, for justice.

Last month, Congressman John Lewis went home to God—less than

one year after visiting Benedict for your last homecoming.

From meeting with young people to serving as the conscience of Congress, from the bridge in Selma to the halls of government, John Lewis dedicated his life’s work to the fight for justice.

He faced down death to fight for equality.

He spoke up for the voiceless.

He led with courage and conviction, pure joy and true faith.

When asked what kept him going after all these years, John Lewis responded:

“Out of... the darkest hours, there will be daybreak. There will be light. And we will get there.”

\*

Class of 2020, you are heirs to a history unlike any other.

And there’s a world of possibility within your reach.

You carry an awesome legacy—and an awesome responsibility.

Dream big enough—and plan fearlessly.

There will be daybreak. There will be light. And we will get there.

Congratulations, Class of 2020! God bless each and every one of you.

## WINNER: ENVIRONMENT/ENERGY/SUSTAINABILITY

*“A Net-Zero Emissions Energy Business”*

By Lech Mintowt-Czyz for Ben van Beurden, CEO, Royal Dutch Shell

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Delivered virtually, April 16, 2020

Good morning to all of you and thank you for joining virtually today. These are extraordinary times. We are very grateful for your understanding, and also for the fact that you are with us on this call.

Special thanks, of course, for those of you dialling in from another time zone, especially those for whom this is

late at night or early in the morning. A warm welcome to all of you, our guests, on the line today.

\*

I appreciate that many of you will be in lockdown because of COVID-19—the coronavirus. And I appreciate that

you, like millions of others around the world, will be having to manage in the face of very challenging circumstances.

I am, personally, very proud of the way Shell’s staff, contractors and suppliers have all come together in those circumstances. To ensure that essential supplies continue to flow. I can assure you, Shell is doing all it can

to assist the global response to COVID-19.

That is work which starts with taking care of our staff and contractors... the people that are essential to ensure the world gets the energy and other products it needs.

Whether that is through new, deeper and more frequent cleaning schedules... through providing the IT support to ensure up to 70,000 people can work from home each day... or through worker screening programmes, Perspex screens for till operators, or new shift patterns to ensure social distancing... Shell is going to great lengths to protect our staff.

And, of course, Shell is doing all we can to take care of our customers too.

Whether that is through enhanced health and safety measures at all our retail sites globally... or working with business customers to ensure the best possible ways to meet demand for essential hand and surface cleaning products.

It is worth remembering that Shell's Geismar site in Louisiana is the largest producer in the world of the base chemicals used to make household detergents.

And, of course, our chemical plants are diverting resources to producing isopropyl alcohol as fast as they can. This makes up about half the content of the hand-sanitising liquid being used to keep the virus down around the world.

Finally, Shell is doing everything we can to support the communities we work within.

That can be small gestures just to make lives easier... like the free food and drink we are offering at more than 15,000 retail sites across 30 countries for health-care professionals such as nurses and doctors, as well as truck drivers and delivery people.

It can be working with our business partners to divert resources to making the products that are needed most... like the lubricant blending plant in Kenya owned by Shell and Vivo Lubricants. Together we have converted that plant to produce hand sanitiser.

And helping communities can also sometimes be gamechanging. Like

Shell's donation of 125,000 litres of isopropyl alcohol to the Canadian government over the next three months for use in healthcare facilities. That is enough for almost a million bottles of hand sanitiser. And Shell has also donated 2.5 million litres of isopropyl alcohol to the Dutch health-care sector.

As I said, Shell is doing what it can. I am sure you have seen similar commitment from others. And I am certain we have all benefited from the hard work being put in by so many people, far beyond Shell, to keep things going.

This is urgent action. Critical action.

Yet even at a time of immediate challenge, it is important to also keep an eye on the long term as well.

And much of the rest of what I say today will be focused on the long-term. Because abandoning that focus in the face of urgent short-term need, will make the long-term challenges all the harder to tackle when COVID-19 is no longer with us.

Shell is dealing with the challenges of the present... and I am going to outline how we plan to deal with the longer-term challenges that will be with us for some time to come.

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As you can see from this agenda we have made some changes to the event...

In fact, today is a very unconventional Responsible Investor Day. Because I will not be touching on many of the areas you have grown accustomed to in our equivalent events from previous years. We have made progress in many ways since the last time we held one of these events... but I must ask you to explore our Sustainability Report for the detail on any area that I do not touch upon in these remarks. The Sustainability Report is available to read or download from shell.com. The Investor Relations ESG team also remains available to you to answer any questions.

And while it is COVID-19 that has forced us all to connect virtually today, it is not the health crisis which has determined this change to our usual selection of topics to be covered. It is

something else entirely. Instead, today's agenda is determined by the fact I have something significant to speak to you about in relation to Shell and its plans to respond to climate change.

\*

You will recall that Shell has three strategic ambitions... to be a world-class investment case...

To thrive in the energy transition to a lower-carbon future...

And to maintain a strong societal licence to operate.

All of them are of equal importance to the future of Shell. And everything I say today... as significant as it is for the future of the business... sits within that framework.

Being a world-class investment case... means being financially robust and resilient. And the importance of that resilience has never been more clear than today, with the twin challenges of COVID-19 and the current very low oil price putting pressure on even the strongest balance sheets.

And you can be reassured that we continue to focus tightly on that resilience and financial strength, pulling the levers we need to pull, as hard as necessary, and at the times that it is necessary to pull them. You will have noticed the action we have taken already.

That resilience is critical because it is the solid foundation on which we can build.

And we wish to build a company that will thrive in the energy transition. This strategic ambition is all about remaining relevant and resilient in a changing global energy system....

It is about finding the business value in the energy transition...

It is about being a world-class investment, far into the future.

And our third strategic ambition... is maintaining a strong societal licence to operate.

Having the support of society for what we do is essential. Without it we cannot be a world class investment case. Without it we will not be able to thrive in the energy transition.



To have the support of society, we must be in step with that society. Being in step with society requires action in many areas. From safety to ethics and compliance. From responsible supply chains to respecting indigenous communities. From transparency to taxes. Shell is active in all those areas.

But it is undoubtedly the case that the biggest long-term question for an oil and gas business like Shell, is the question raised by climate change. That is the question I will be addressing today.

\*

I have already mentioned the importance of being in step with society. Well, when it comes to climate change, society's attitude is shifting fast. This is a good thing, because the world must move fast if it is to tackle climate change... and it is not moving fast enough right now.

It was only five years ago, in Paris, that the world was focused on an ambition to restrict the global average temperature increase to well-below 2° Celsius. And Shell produced a scenario detailing how the world could achieve that ambition.

That scenario, which we called Sky, laid out a set of measures which would transform the energy system and restrict the temperature increase to around 1.75° Celsius... or even 1.5° Celsius with major reforestation. It was a challenging set of measures, but technically possible.

Yet in those five short years, society has raised its expectations further.

Today, in many parts of the world, the goal is now the tougher Paris aim of no more than 1.5° Celsius. Shell has been listening and has taken a deeper look at the actions that the world could take to achieve such a goal.

These actions are, inevitably, more challenging: the time available has shortened, the scale of action needed is even larger and the extent of the global collaboration required is certainly unprecedented. But, this pathway to 1.5° Celsius is still, just about, technically and economically possible.

Our scenario modelling shows this global pathway to 1.5° Celsius requires the whole of society to have achieved net-zero emissions by around 2060. That is not the same as saying that all parts of society have that much time. Those wealthier, more developed countries and regions that can move faster, must move faster.

If they do not, then those countries and regions which cannot move so quickly will not have the time they need. The European Union, for example, should achieve net-zero emissions by no later than 2050 if the world is to succeed in restricting warming to 1.5° Celsius. That is, indeed, the EU's aim.

And Shell has built a specific scenario looking at what Europe might need to do to decarbonise energy in the next 30 years. So, I will give you a quick rundown of the conclusions, to give you some insight into the scale of change involved.

The EU scenario identified nine areas for action. Each of them comes with challenges and opportunities. These are the same areas that every part of the world must act in, even if the figures I will give are specific to the EU alone.

And, before I go into those nine areas, I want to emphasise... challenges and opportunities. For our sector... and for many others.

The tasks for the EU... all happening at the same time... start with a doubling of the use of electricity. Second, ensure that renewables like wind and solar produce around three-quarters of that power... and that burning coal produces none of it. Third, an effective economy-wide carbon price... rising to more than 200 euros per tonne in 2050.

Next, the EU needs to improve its energy efficiency by 45% compared to today. The fifth step is to ensure hydrogen is well used as a fuel for heating and for heavy duty transport... reaching around 10% of energy use. And sixth, triple the use of biofuels.

Seventh is to bring about significant change in consumer and business choices. For example, a clear shift away from short-haul flights and road freight towards rail.

Eighth: clean up emissions at source from industry by building an average of two CCUS facilities a month between 2025 and 2050, to capture and store away carbon dioxide. Each of these would need to be as large as the Shell operated Quest facility in Canada... which captures and stores away more than a million tonnes of CO<sub>2</sub> each year.

And the final measure: deal with the 300 million tonnes of CO<sub>2</sub> emissions that remain, even after taking all the action I have already mentioned. To do that, the EU could reforest an area of around 85,000 square miles, or 220,000 square kilometres. That is a landmass about the size of Great Britain.

Obviously, if less action is taken in one area it means more in another. So, only one carbon capture facility a month instead of two over 25 years would, for example, translate into the need for another forest the size of Great Britain. No carbon capture facilities translates to forests covering the equivalent of the whole of Germany and Italy... or almost all of Texas.

And, just to be clear, all that action is to decarbonise energy. Agriculture needs further action. Emissions caused by industries like cement need further action again.

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So, I hope you can easily see that the scale of action required of society, if it is to restrict global warming to under 1.5° Celsius, is huge.

It is clear to us that the rapid shift in society's attitude on climate change, the tougher goal it is setting itself and the scale of the task in front of it... all of this has consequences for Shell.

It means that an approach which was considered ground-breaking less than two-and-a-half years ago... is already appearing to lag behind. And so it is with Shell's ambitions in relation to climate change.

In November 2017, Shell announced its Net Carbon Footprint ambition. We said we would aim to reduce the carbon intensity of the

energy products we sell by around 50% by 2050. This ambition was calibrated to keep Shell in step with a society working to meet the Paris Agreement and, ultimately, that society achieving the Paris goal of restricting warming to well-below 2° Celsius.

That moment was the first time any oil and gas company had announced an ambition that included not only its operational emissions, but also the emissions of its customers when they use its energy products.

We followed this up by introducing short-term targets for our Net Carbon Footprint and by linking those targets to the pay of executives. We are already on the way to achieving our first short-term target.

We said we would reduce our Net Carbon Footprint by 2-3% by 2021. In 2019, Shell's energy products had a Net Carbon Footprint of 78 grams of CO<sub>2</sub>-equivalent per megajoule of energy consumed, compared to 79 grams previously. This is a reduction of more than 1%.

In addition, from 2020, some 16,500 staff at Shell will have their remuneration linked to these short-term targets.

Other action has included setting a methane emissions intensity target... and implementing the recommendations of the Task Force on Climate Related Financial Disclosures. We have also provided increased transparency on our climate-related lobbying by publishing the Shell Industry Associations Climate Review.

So we are taking action... and making progress.

Yet, as I have already mentioned, Shell intends to lead and thrive through this transition to a low-carbon energy future. And Shell has always said that its ambition was to be in step with society... to be in step with our customers.

That is why, today, we are announcing significantly raised ambitions.

We announce this today... because large parts of society have now set their sights on limiting the global temperature rise to 1.5° Celsius. And because those that can move fast, must move fast.

The EU's push to reach net-zero emissions by 2050 is right. The UK's push to reach net-zero emissions by 2050... is right.

And Shell's new ambition... is to be a net-zero emissions energy business by 2050... and sooner if that is possible. That is right too.

Global society, overall, may have until around 2060 to reach net-zero emissions. But Shell recognises that it stands within a section of society that needs to move faster. And so that is what we intend to do.

Let me repeat that ambition.

By 2050, Shell intends to be a net-zero emissions energy business.

And we will be net-zero emissions before 2050... if that is possible.

\*

That is a huge task... a task at least as big as that faced by wider society. And we will work towards it... work towards net-zero emissions... in three ways.

The first step is to significantly raise the level of ambition we stated two-and-a-half years ago.

At the end of 2017, our Net Carbon Footprint ambition was designed to be in step with a society heading to a world of well-below 2° Celsius. It meant Shell selling more and more products with a lower carbon intensity, such as renewable power, biofuels and hydrogen. It also meant finding ways to deal with emissions that could not be avoided, through nature or technology.

In short, our 2017 ambition meant seeking to radically transform Shell to establish new business opportunities. It meant finding new ways of running a financially sustainable business.

Our new ambition still means all of this. But it means moving much faster. Because we have now re-calibrated our Net Carbon Footprint ambition so that it is in step with the large sections of society that want to achieve a 1.5° Celsius future.

So, from today, Shell's medium-term ambition is to reduce the Net Carbon Footprint of our energy products by 30% by 2035, instead of 20%. And this

means our long-term ambition is now to reduce the Net Carbon Footprint of our energy products by 65% by 2050, instead of 50%.

For those of you wondering why being in step with a 1.5° Celsius future does not mean reducing the Net Carbon Footprint of our energy products by 100%... I will come back to that shortly.

And I also want to be clear. This ambition is about emitting fewer greenhouse gases on average with each unit of energy we sell.

We calculate the emissions created during the lifecycle of our energy products, then we subtract the effect of actions we, as Shell, take to mitigate those emissions... whether through nature to capture CO<sub>2</sub> from the atmosphere, or technology to capture and store it away... and that gives us the net emissions associated with our energy products. We then divide that emissions figure by the amount of energy, in megajoules, contained in the products.

But our original ambition did not include the emissions from the production of our non-energy products, like chemicals and lubricants. These were excluded because they are not burned when consumed. But being a net-zero emissions energy business means addressing all emissions from our operations.

That is why, today, we are saying that, by 2050 at the latest, we aim to be net zero on all the emissions from the manufacture of all our products, including non-energy products. That includes our operational emissions. And that includes the emissions associated with the energy we consume through those operations.

For those who like the technical terminology: that means net-zero emissions for scope one and two. And if we can do this sooner than 2050, we will.

That is the second step on our way to being a net-zero emissions energy business by 2050.

But Shell's new Net Carbon Footprint ambition is a reduction of 65% by 2050. That is not enough for Shell to become a net-zero emissions energy

business overall. It only deals with the majority of the emissions caused by our customers' use of our products.

To explain that a little more... and to explain, as I promised, why being in step with a 1.5° Celsius future does not mean reducing the Net Carbon Footprint of our energy products by 100%...

The Net Carbon Footprint ambition covers the carbon intensity of the products we sell in society. Today most of those products create emissions when they are used, by being burned by our customers. Over time, Shell aims to sell fewer of these products that create emissions... and more products that are low or no-carbon.

But all credible scenarios, including the IPCC's 1.5° report, show that society will continue to need some products that create emissions for the foreseeable future... because no other option is available yet.

That means that, for the foreseeable future, Shell will continue to sell products which create emissions when they are used. That is why it is not possible for Shell to set an ambition to reduce the Net Carbon Footprint of our energy products by 100%.

Because, even in a net-zero emissions world, people will still need to use some carbon-based fuels, for some uses, which create emissions.

But that does not mean Shell cannot be a net-zero emissions energy business. Because our customers can themselves take action on the emissions created by their use of our energy products.

Any actions by our customers to mitigate their own emissions, or increase their energy efficiency, will not count towards the Net Carbon Footprint of our energy products. They will not count because we do not claim credit for the actions of others.

As society moves towards its lower-carbon future, however, our customers will need to act to mitigate emissions caused by their energy use... because they will need to reduce their own scope one and two emissions. But these are the same emissions that count as Shell's scope three emissions. That is why such actions by our customers can

help Shell become a net-zero emissions energy business itself.

And that is why Shell must take a third step if it is to become a net-zero energy business.

That step is working with our customers to address the emissions which are produced when they use the fuels they buy from Shell. That requires action from both sides. Indeed, we can only achieve our ambition to be a net-zero emissions energy business as part of a society that is also working to be net-zero emissions.

But it is not enough to wait. Indeed, Shell is determined to help society move faster. We will work with our customers to help them find ways to decarbonise.

That effort includes working with broad coalitions of businesses, governments and other parties, sector by sector, to identify and enable decarbonisation pathways for each sector.

Each sector will need to find its own way to achieving net-zero emissions. Each sector is different, and some are highly fragmented, so the actual action needed in a sector will vary. But all sectors, however, share the same three ways to make progress.

Firstly, by being more energy efficient; secondly, by using lower-carbon energy products; and, thirdly, by storing away emissions that cannot be avoided, either through nature or using the technology that already exists to capture and store away CO<sub>2</sub>.

Shell can help push progress in all of those areas. In addition, consumption patterns within society must shift towards lower-carbon choices, encouraged by policies such as government-led carbon pricing mechanisms.

Now, action in all of these areas will help address the emissions that fall outside the action Shell can take towards the Net Carbon Footprint of our energy products... but it still counts towards Shell's progress towards being a net-zero emissions energy business. And there will need to be a substantial amount of such action in some sectors if they are, themselves, to reach net-zero emissions.

The need for that action means Shell intends to be active in this area.

Shell's work with sectors on decarbonisation pathways is part of the answer. But as we get closer to 2050, we will work ever more intensely with customers who still have emissions that they have not fully mitigated. We will work with them to find ways to help them do so. That may be through actions they take themselves, or Shell may agree to find a way to mitigate those emissions on the customers' behalf.

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So, to recap. Shell's new ambition is to be a net-zero emissions energy business by 2050, or sooner.

To achieve this we have, firstly, significantly raised our Net Carbon Footprint ambition.

Secondly, we also have a new ambition to be net-zero emissions on all the emissions from the manufacture of all our products, including non-energy products.

Finally, we... as a business that supplies energy... will work within sectors which use energy... to establish pathways for them to follow towards net-zero emissions. And for those customers who still have emissions as they near 2050... we will work with those customers to find a way to mitigate those emissions.

That is what our new net-zero emissions ambition means in terms of Shell's approach. But what does it mean in practice?

I will give you an example. I will talk you through how Shell's progress to net-zero emissions might look in the aviation sector.

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I appreciate that, right now, aviation is experiencing massive challenges as a sector due to COVID-19. But what I am going to outline covers a 30-year time period. More than that, aviation is one of the most challenging sectors to decarbonise... which means it is one of the sectors where Shell's ambitions

will be tested most strongly. It is only right that I choose an example which will place Shell's ambitions under the greatest stress.

So, with apologies to those in the aviation sector who are fighting just to deal with the day-to-day issues in front of them... I will continue.

With today's technology, passenger planes need jet fuel to fly. Today Shell creates emissions during the production of that jet fuel. Using the technical terminology, these are our scope one emissions.

Shell also has emissions from the energy we buy, which we use as we produce that jet fuel. These are our scope two emissions.

And, finally, aviation companies create emissions when they use the jet fuel to fly people to their destinations. These, the bulk of the emissions associated with our products, are our scope three emissions.

There are three ways to deal with the scope one and two emissions Shell creates as it makes jet fuel. They are the same three courses of action any business can take to reduce their scope one and two emissions.

First, produce the jet fuel more efficiently, using less energy.

Second, use cleaner energy to produce the jet fuel, using as much zero-carbon electricity as the processes involved will allow.

Third, mitigate the emissions that are left, either through nature or by using technology to capture and store the emissions away.

Shell's ambition to be a net-zero energy business means combining those three options until there are no scope one or two emissions left, which are not removed through nature or stored away.

The job of dealing with the scope three emissions from our aviation business will be huge.

It starts with reducing the Net Carbon Footprint of the energy we sell to the aviation industry. That will mean selling increasing amounts of lower-carbon fuels, over time.

At the moment, the only real alternative to jet fuel for large planes

is biofuels, and advanced biofuels can indeed lower the carbon intensity of the fuel used.

In time, hydrogen could power commercial flights. And selling hydrogen produced using zero-carbon electricity to split water—known as green hydrogen—could lower the carbon intensity of the fuel Shell provides for planes to almost zero.

Providing products like advanced biofuels and hydrogen can allow Shell to significantly reduce its scope three emissions.

To maximise this reduction, Shell will work with all the players in and around the aviation sector to find ways to enable the greater use of these fuels.

For example, by working with jet engine manufacturers to ensure the chemical properties of the fuels we produce give the greatest thrust possible...

And, in terms of hydrogen, we can seek to work with the entire aviation sector ecosystem—from airport operators to logistics companies and jet plane manufacturers—to help make hydrogen-powered planes a reality.

But selling products like biofuels and hydrogen will not reduce the scope three emissions of the entire sector to net zero.

That is partly because, by 2050, it is unlikely that the world be able to produce enough biofuel and hydrogen to meet the fuel needs of the entire aviation industry.

This means that, even in 2050, some large planes will still need to use jet fuel.

That is why, if Shell is to be a net-zero emissions energy business, there is that final piece of work to do.

We must work with the aviation industry to help them deal with the emissions that are left. And because it appears to be impossible to capture these emissions direct from a jet engine, the answer is likely to be balancing those emissions through nature or technology.

Either Shell could do that, or the individual plane operators could do it, depending on who is best positioned to do so.

And that would deal with the remaining emissions associated

with Shell's products in the aviation industry... the remaining scope three emissions.

That, in short, would make Shell a net-zero emissions supplier of energy to the aviation sector. And, by 2050, we aim to only "do" net zero business in the sector.

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We are talking about a fundamental shift for Shell over the next 30 years. And we will be giving you a strategy update in the second half of the year on some first steps.

But I can say this, for certain, today. To achieve our ambition, Shell must shift towards serving the businesses and sectors that, by 2050, are net-zero emissions themselves. It must shift to serve the businesses and customers of the future... to make Shell a business of the future.

Because a society that succeeds in being net zero emissions by 2050 is a society in which there will be no business that is not net zero.

This is going to take a lot of work. It will not be easy. Some of the necessary technologies—like hydrogen-powered planes, or zero-emissions ships—do not exist yet. And, today, Shell's business plans will not get us to where we want to be. That means our business plans have to change over time as society and our customers also change.

Ultimately, succeeding in our ambition will mean that, by 2050, all Shell's own operations and the customers we serve will, in combination, be net-zero emissions.

This would be in line with society's ambition to achieve a 1.5oC outcome... it would be in step with society... and it would be in line with our own strategic ambitions.

Being in step with society is key. It is key to maintaining a strong societal licence to operate...

And by staying in step with society as it shifts towards a net-zero emissions future, we are also setting ourselves up to thrive through the energy transition...

And by thriving through the energy transition, we are doing the work we

need to do to be a world class investment case for many decades to come.

If Shell can succeed in its ambition... if we can succeed in becoming a net-zero emissions energy business by 2050... we will truly have succeed-

ed in being an integral part of that net-zero world.

There is no more ambition that we can have than this... to be a core part of the future... a future that society wants and society needs.

And that is what being a net-zero emissions energy business means to Shell. That is what Shell now intends to do. And we will work with our customers so that we can achieve it together.

Thank you.

## WINNER: HEALTHCARE

*"Now Is Our Time to Act"*

By Kristin Zipay for David J. Skorton, MD,  
President and CEO, Association of American Medical Colleges



Delivered virtually from Washington, D.C.,  
November 17, 2020

Thank you, Larry, for your introduction and your wisdom and leadership. And thanks to my colleague and friend Joe Kerschner for your partnership during a year that, as you've both pointed out, has been like no other.

A year ago, I spoke with you for the first time as the AAMC's president and CEO. I was just getting to know the depth and reach of this association, but I knew there was tremendous strength across each of your institutions and in AAMC leaders and staff. I also knew we had our work cut out for us—and that was well before a pandemic upended our world and our profession.

As you may recall, the theme of my talk last year was "the status quo is unacceptable." In it, I urged medical schools and academic health systems to do even more to address serious, burning issues. Mental health and substance use disorders, health inequities, and the affordability of care were costing patients' lives and complicating our efforts to improve the health of people everywhere.

The urgency of addressing these issues has not dissipated in the last 12 months.

Quite the reverse, in fact.

The triple impact of a global pandemic, a severe economic downturn, and the unrelenting assault of systemic racism have made it impossible to ignore the truth: Our nation's approach to health needs some serious rethinking.

In fact, it's urgent we act.

That's even more true after a divisive election—no matter our political views. For us to heal as a nation, recover from today's public health emergency, and prepare for the future, we must end our political and social fragmentation and reach out to help each other.

I believe academic medicine has what it takes to lead the nation forward—because the path to healing our nation is by improving health for everyone living in America.

So, now is the time to harness our collective energy, ingenuity, and innovation. Now is our time to act.

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Your spectacular response to this year's unthinkable conditions gives me great hope.

People tell me that when the pandemic began, they were able to make changes in only three weeks that would otherwise have taken their institution three years.

At every step, academic medicine has defined the front lines of this pandemic. You have developed new protocols for patients and shared them with each other. You have made a difference in the treatment of this illness during a time when we are still wrestling to understand its pathology.

Our nation showed its gratitude to front-line health care workers in the most visible ways. Landmarks from Houston to Boston were lit up in blue,

military planes saluted from above, and communities applauded during hospital shift changes.

My AAMC colleagues and I watched with pride and admiration as you and your colleagues fought to save lives amid the unknowns of a novel virus, the overwhelming influx of patients at times, and critical supply shortages.

You have shown this nation, your communities, and your patients the very best amid conditions that were the very worst.

My deepest admiration goes to doctors, and nurses, and other health professionals—like Dr. Najla Abdurrahman and her husband, both internal medicine residents at Boston Medical Center.

They moved out of their home for two months early in the pandemic, leaving their 17-month-old in the care of another family member—all so they could continue to treat patients without putting their family at risk.

Now, it's not just clinicians who stepped up in these unusual times. Across the nation, medical educators rose to the occasion, quickly redesigning the medical school curriculum, moving it online, and graduating students early to assist with the pandemic response.

Educators like Dr. Lee Goeddel, a Johns Hopkins intensive care unit physician, worked with students on creative ways to bring learners remotely to the bedside on rounds, using a cellphone underneath an attending physician's protective hood.

And learners contributed in other ways as well. Take Dr. Aditi Sharma, a dermatology resident. She worked with medical students and the school of engineering at the University of California, Irvine, to 3D-print and assemble more than 20,000 face shields that are currently being used by health care workers at the hospital.

She and other learners are serving wherever and however they are needed, regardless of their own career plans.

Researchers, too, are shining in their “finest hour” as the world looks to our scientists to understand, and manage, and ultimately defeat this novel virus. At the same time, they are orchestrating the complex shutdown and restart of critical research programs in fields other than virology.

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Well, now the question becomes: How do we capture this innovative spirit and make even more significant changes to the other seemingly intractable problems that diminish health and well-being?

Sadly, we’re still not doing nearly enough to address racism and health inequities. It’s even more urgent today that we make steady and significant progress on what last year I called “diversity, equity, and inclusion”—although today, I’d add the word “anti-racism.”

Systemic racism influences the social determinants of health—affecting, quite literally, who in this country survives and who suffers.

Patients in poorer neighborhoods often receive lower quality and less care. And if you are Black, if you are of Latinx heritage, or if you identify as American Indian or as an Alaska Native, you are more likely than if you are White to be hospitalized or die from COVID-19. And if you identify as LG-BTQ, you are also at heightened risk. Long-standing discrimination against all marginalized communities has created dramatic health inequities.

An NPR/Ipsos poll published in late August showed that only a little over a third of people say they have taken

concrete action to better understand racial issues. Sadly, public discourse has fallen woefully short in confronting systemic racism—including, I must say, in our own sector.

And we still have a long way to go on the other issues I highlighted last year, like mental health and substance abuse. I felt it tragically when Dr. Lorna Breen, an emergency physician in New York, died by suicide this last spring. We must honor her death by supporting each other. We must remove the stigma that impedes asking for help. And we must reduce the cost and improve affordability and access to care—issues that have been further complicated by the events of 2020.

We need to do better in all these areas—for all members of our communities.

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While these challenges are daunting and may seem insurmountable, I don’t think that’s true. The pandemic has revealed a nation that, more than ever, needs what academic medicine can offer.

My speech last year called upon us to take action and “do this together.” In the time since, I have learned so much from meeting with our councils, and affinity groups, and individuals. And I’ve learned so much from the many ideas that you’ve shared. That gives me confidence that we can do this, and that now is our time to act.

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So how do we lead the way forward?

I believe it starts with each one of us making personal commitments to change—as individuals and in our institutions. We must be both intentional in our actions and accountable for our results.

Our most impressive moments this year tell a story of leading with intention. While we may have started by playing defense, fighting back against a novel virus, we quickly became intentional in making more fundamental changes that had applications beyond

COVID. We began to revisit long-standing paradigms for clinical care and medical education.

For example, clinicians in Washington and Oregon applied lessons from the pandemic to establish permanent ways to adjust their region’s hospital capacity for other threats, including wildfires.

And nationwide, we started to see how telehealth could successfully become a much more important form of care delivery. And medical schools across the country are rapidly incorporating new curricula around COVID, and around bias, and around social determinants of health.

We make inroads when we lead—when we act with intention to create broad and meaningful change. And the AAMC is working to lead with intention as well. The Leadership Team, Board of Directors, and I purposefully set out last year to develop a new strategic plan, a new mission, and a new vision statement. Many of you contributed important input into that process, and I thank you.

Now, our new mission compels us to lead.

To that end, you may have noticed the AAMC speaking out more publicly, more assertively, and more broadly this year on a range of issues through press conferences and numerous statements, media interviews, and opinion editorials.

In addition to speaking out, we are developing solutions for major challenges, such as our Road Map for the Way Forward on COVID-19 and our Framework for Addressing and Eliminating Racism at the AAMC, in Academic Medicine, and Beyond.

Now, our new AAMC Research and Action Institute and the AAMC Center for Health Justice are two other examples of how the AAMC is acting with intention.

The Research and Action Institute is our new think tank—or as we like to say, our “think and do” tank. Already, it has taken swift action, releasing much-needed science-based guidance on face coverings and COVID testing, and this is just the beginning.

Now, the AAMC Center for Health Justice focuses on population health, community health, and health equity. It will help us work with greater intention with patients, families, and communities to co-create solutions together as part of our new mission area of “community collaborations.”

The fact is, our traditional tripartite mission in academic medicine—medical education, clinical care, and research—is no longer enough. That’s why we’ve added this fourth component.

We must do even more to make patients, families, and communities our utmost priority. That means not just “delivering care” but engaging in two-way, ongoing dialogues. It means listening to the needs and perspectives of patients, families, and the communities we serve and working in true partnership to address their needs.

One example, among many at your institutions, is the work happening at Dr. Kerschner’s institution, the Medical College of Wisconsin. They have engaged Black and Brown communities in Milwaukee through a partnership with 150 church congregations. Through focus groups, town hall meetings, and virtual “science cafes” through the churches, they are exploring the concerns of patients, families, and communities about COVID-19 and bolstering confidence in an eventual vaccine.

Today, collaborating with the communities we serve is just as core to academic medicine’s mission as medical education, health care, and medical research. And to ensure we act with greater intention, we have made it the fourth dimension of our mission in our new strategic plan.

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Now of course, accountability is just as crucial as intention. The buck stops with each of us individually—and with academic medicine as a community. And leadership accountability truly matters.

I want to take personal responsibility for not doing enough in my leadership positions in higher education, govern-

ment, and medicine over the last four decades. I should have done more on multiple issues, from the cost of higher education to the cost and availability of health care.

And one area where I am personally committed to meaningful progress are the actions we are taking to become diverse, equitable, inclusive, and anti-racist—not just as an organization, but as the entire academic medicine community and in society at large.

The AAMC is taking one important symbolic step, right now, to show our commitment to this effort. Today, I am announcing that we are renaming the Abraham Flexner Award for Distinguished Service in Medical Education.

Historically, Abraham Flexner has been associated with rigor in academic medicine. In fact, his report recommended valuable changes in medical education, many of which still have positive impact today—but that report also contained racist and sexist ideas, and his work contributed to the closure of five out of seven historically Black medical schools. His legacy has negatively affected the training of Black and African-American physicians and has adversely impacted the health of the Black and African-American communities in the United States.

That’s why earlier this month, the AAMC Board of Directors voted unanimously to rename the Flexner Award as the AAMC Award for Excellence in Medical Education.

This small, but important, change takes effect for the 2021 award year—with nominations open now through January.

We have other important work ahead of us as well that’s spelled out in our new strategic plan—to substantially increase diversity among medical school applicants and matriculants and to make academic medical institutions more inclusive and more equitable.

And as we announced in January, the AAMC’s new gender equity initiative will hold us accountable for action and progress in this important area. Gender equity matters in our physician and scientific workforce. It matters

in our leadership and compensation programs. It matters in our research programs. It matters in the way the academic medicine community recognizes those who have made significant contributions to science and to medicine. And it matters for our patients, their families, and the communities we serve.

Today, I’d like to share with you three personal commitments I’ve made to hold myself accountable for advancing academic medicine, the AAMC, and the health of our nation.

Number one: I commit to my own personal growth to better understand the underpinnings of diversity, equity, and inclusion and develop toward becoming anti-racist. This personal growth will inform my work to make the AAMC and academic medicine inclusive, diverse, equitable, and anti-racist.

Early next year, I will join the AAMC Leadership Team in formal anti-racism training led by an outside consultant whom we have already engaged. We will also offer this training to all AAMC staff who wish to participate.

Secondly: I commit to listening to our community. I will continue with my AAMC colleagues the discussions already underway with deans, teaching hospital and health system CEOs, and others to address affordability and access to care and make health care more equitable, affordable, and available to all.

I pledge to keep these discussions moving forward and acting on the insights that will emerge.

And finally: I commit to speaking up whenever the perspective of academic medicine is needed in the public discourse.

These are my commitments, what I am holding myself accountable for. I hope today you will think about your own commitments, specific to your roles.

If you are a researcher, please think about the following questions, recognizing that they may not be easy to answer in practice:

What makes diverse and underserved patients, families, and communities concerned about participating

in clinical trials? Does the design and implementation of your clinical studies reflect their input where appropriate? Are you sharing study results back with the community and engaging in a back-and-forth dialogue about what the results mean—for them? Are you speaking up when scientific principles are missing from public discourse?

For clinicians, are you going beyond to find out what patients and their families really need and really want? Are you considering the lived experiences of all patients, including marginalized groups? Are you advocating for policies that make health care more accessible and affordable to all?

For educators, are you encouraging learners to listen and collaborate with patients and families—and giving them the tools to do so?

And learners, are you volunteering in your community and joining public meetings so you can hear people's real experiences in their own words?

Institution-wide, are you, as leaders, holding yourselves accountable for improving your community's health? Have you created ongoing, regular channels for partnering with patients, families, and communities to create improvement and transformational change?

Moving forward, the AAMC plans to look for ways to weave community collaborations across research, across medical education, and across clinical care. There is not a single area of academic medicine that could not grow

and better serve our communities by listening and engaging more.

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Last year, then-chair of the AAMC Board of Directors Lilly Marks spoke about the “new normal” in health care. Lilly also reminded us that what defines us isn't the hurdles we face, but how we respond.

So, I ask you to envision: How will we respond to today's challenges to create our next “new normal”?

Well, I see at least three ways.

One: Stay focused on our most important constituents—our patients and their families.

Be intentional about learning from—and with—everyone in our communities, working in true partnership. We need everyone's wisdom and help to fix what is broken.

Second: Do your best to look in the mirror and see your own areas for improvement, as well as those of your institution. It may not be easy, but please be accountable for making the changes you want to see. Evaluate whether you can do even more to involve patients, families, and communities in your work. Track your progress in addressing racism, as well as the issues of mental health, substance use, and cost and access to care. We can only improve the status quo if we understand where we currently stand and where we need to direct our efforts.

Finally: Please contribute to the public discourse. Speak the truth about science and the importance of health equity at every opportunity. Write blog posts and op-eds, add to social media conversations, and go on television and go on radio. Your voice, your expertise, and your wisdom are needed more than ever.

These three actions—(1) focusing on patients, (2) holding yourself accountable for change, and (3) contributing to public discourse—are the tools that will enable academic medicine to lead the way forward. Each of us is responsible for what happens next, so let's be intentional and accountable as we move forward.

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Despite the obstacles we've faced this year, I have tremendous hope and optimism for the future. Earlier this year, two-thirds of people surveyed across the U.S. said they believe that as horrible as it is, this pandemic will lead to valuable innovations and changes for the better in how we live, work, and treat each other as people. Let's do everything we can to ensure that they are right!

We can do all of that if we, as academic medicine, lead the way forward.

Let's do this together. This is our moment. Now is our time to act.

Thank you.

## WINNER: LEADERSHIP AND MANAGEMENT

*“3D Public Servants: The Courage to Be Human”*

By Justine Adelizzi for Mary C. Daly,  
President and CEO, Federal Reserve Bank of San Francisco

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Delivered virtually, April 16, 2020

### Queasy

So let me start by getting one thing out there: I'm an economist—by nature as much as training. And for much of my young life, I had a single mantra: emotions, what are they good for?

Then I met my wife, Shelly. She's a psychologist. And she told me that whether I realized it or not, my emotions are there. And then she taught me how to find them. She said to ask myself, “What are you feeling, in your body?”

Now, all of you know what I'm talking about. For some of us, it's a flushed face, a tight chest. For me, I feel nauseous—slightly queasy.

But the really magical thing she taught me is that nauseous isn't dangerous. It's just uncomfortable. And



if you think about that, it's freeing. Because it means you can move from trying to push the emotions down to trying to ride through them—and even learn from them. So I started practicing.

And then I became President of the Federal Reserve Bank of San Francisco. And much to my surprise, the organization had a very different view of emotions than my wife. To the institution, my emotions—this being queasy—seemed very, very dangerous.

So this is a conflict. A pretty deep conflict.

To get a sense of what I mean, I want to play a clip from a podcast called *Zip Code Economics*. We launched this podcast last year, just six months after I became the president. I'm the host. And in the opening lines of the opening episode this is what listeners heard.

Mary Daly: I'd like you to use one and only one word to describe Firebaugh. From your heart.

Cynthia Best: Without crying?

Mary Daly: I actually have cried so many times today that if you cry, it will make me feel belonging.

Cynthia Best: Well, it makes me think of my dad.

Now if you worked for the Federal Reserve Bank of San Francisco at that moment, you felt nervous. For some, like me, it was the feeling that comes with any new launch: Will people like it? Will they hate it? Will they simply be indifferent?

But for many others, it was something else. The piece that scared them, that left them feeling completely unsure, was my admission of crying. That was the exposed part. That was the hard part. The dangerous part.

Because after all, Reserve Bank Presidents—leaders—they don't cry.

So that put me in a real bind. My wife of nearly 30 years constantly pushes me to turn towards my emotions. And now the Bank is telling me to run from them, and to run fast. And the only way I could resolve this conflict was to go back to being what I truly am, at my core: an economist. I

returned to my lifelong question: emotions, what are they good for?

### The Profile

But I'm getting a little ahead of myself. Let me tell you, just a bit, about how I got here in the first place.

I started my career at the Federal Reserve Bank of San Francisco back in 1996. I walked in the door with a PhD from Syracuse University and a post-doc from Northwestern. While my new colleagues had credentials from Harvard, Stanford, Yale—and I did feel just a little bit intimidated—my degrees meant I was one of them. That I belonged.

Here's what I didn't tell my new colleagues. I grew up in Ballwin, Missouri. I'm the daughter of a postman and a stay-at-home mom. We weren't poor, but we lived really close to the bone, paycheck-to-paycheck. We had many of the challenges that countless Americans face but are so unwilling to talk about. And eventually, when I was 15, those challenges collapsed in on us.

My parents got divorced. My siblings moved in with my grandparents. I moved in with friends. I dropped out of high school, and I cobbled together a whole bunch of different jobs. I drove a donut truck. I worked at a deli. I worked at a Target. And that was my plan—to try to turn one of those jobs into a full time thing.

But then I met someone who changed my trajectory.

Betsy was in her mid-30s. She was busy building her own life and career. She happened to know my former high school guidance counselor, and we met. She saw something in me that I couldn't see in myself. So she took me under her wing.

She first encouraged me to get a GED. I decided to try it because I thought I could get a bus driver job, which was good. It was full time, paid union wages, and it had health benefits.

But Betsy's a nudger—she still is a nudger. So after I got my GED, she encouraged me to take another step and to try a semester at college. Of course,

I couldn't afford a semester of college. But Betsy could. So she paid \$216, and I went back to school.

That first semester eventually led to a degree in economics and philosophy from the University of Missouri, Kansas City, and then on to a PhD and a post-doc that landed me at the San Francisco Fed.

So the question is, why was I reluctant to share this information with my new peers? Well, there were lots of reasons. I was afraid they wouldn't see me in the same way anymore. I was afraid they would pay a lot less attention to what I did and a lot more attention to what they believed might be true. I thought they would typecast me. That they would look through their own experiences and notions, rather than see my skills and my contributions with clear eyes.

But deeper than any of those fears was my very worst fear. I was afraid that I wouldn't be able to tolerate all of the emotions. My own emotions. Because just behind my degrees and my accomplishments stood this thick wall of fear, pain, and insecurity that I worried would derail me.

So I pushed it all away. I just focused on the things that were positive, forward-looking, and above all else, apparently useful. Beneficial. Some would say likable.

For many years, this strategy worked brilliantly. I had a great career and a great life doing this simple self-division, separating the “good Mary,” the “shiny Mary,” from the “bad Mary,” the one I didn't want to show. I got promoted every two or three years. I published articles. My span of influence and responsibility increased. I was getting more and more attention.

Then I got a call from a Bloomberg reporter, Jeanna Smialek. And she asked if she could do a profile on me. And like anyone would, I said yes, without really thinking about what that meant.

I quickly learned that a profile had a very important component to it that I was not prepared for. The first 30 minutes of the interview were filled with questions about my family, my back-

ground, what I'd been through as a kid. All of the things I had tidily sealed up in a box and ignored for most of my life.

If I wasn't so Midwestern, I might have obfuscated—which is really just a fancy way of saying I might have hidden the truth. But I didn't want to disappoint. I didn't want to do a bad interview. So I told her what she asked. And eventually—thankfully—we moved on to talking about my work, and I felt relieved. I was back to safety. I could take a deep breath.

Then Jeanna asked me one final question. She said, "Mary, how do you think your past has influenced your research?"

And without a breath, without a single pause, I said, "Not at all."

Now it's really hard to believe that those exact words came out of my mouth. I'd spent most of my career up until that point researching things like income inequality, unemployment, the role of the social safety net. And at that moment, without hesitation, I said that my past had not influenced me at all.

But sometimes absurdity is our best teacher. And what was clear in that moment is that we were getting very, very close to that wall. That wall of my fear, my insecurity, my pain that was just right behind it. Where I was deeply afraid.

But what could I do? I'm in an interview, it's going on, it's right there in front of me. So I said, "Well now that you point it out, I guess influenced me quite a lot." And we finished.

Then I fell into what, I realized only much later, people call a vulnerability hangover. I felt exposed. I was highly anxious. I dreaded the interview being published, and I barely got anything done in the weeks leading up to its release.

On the day it finally came out, I made Shelly read it. I couldn't even look. And as she read it, she started to tear up. She just got those glassy eyes at first, and then these teeny small tears. And when I pressed her, she said, "Mary." I didn't even press her, I just asked her. And she said, "Mary, the article is about the whole you." The

economist data-driven Mary that I loved, and the human emotional Mary that she loved.

But here's the really surprising part that fundamentally changed me. Shelly was not unique. It wasn't just her bias as my wife or a psychologist. I got cards and letters and handwritten notes applauding my openness, admiring my resiliency, vowing to follow my example.

That's when it hit me. In my effort to hide the parts I didn't want to see or have any one else look at, I had hidden everything personal—all my humanness. I'd spent my entire career only bringing half of myself to work. And probably half of myself to life. I was bringing the part of myself that I felt proud of, that I thought others would like. I was ignoring the other half, the part that I felt unsure about, the part that I still feel some shame over. The part that made me queasy.

So I replaced one hangover with another. It's a kind of addiction once you do it. I moved on from being vulnerable in the interview to regularly experimenting with sharing more of myself, and being more open.

Of course it did open me up to pain, to insecurity, to fear that I hid behind that wall for so long. But it also allowed me to see the resiliency, the fortitude, the sense that tomorrow can be better than today—my internal hopefulness—that now I count among my greatest strengths. Like so many psychologists have told you, those are the antidotes to shame.

My career took off. I started climbing the leadership ranks within the Bank. I started making a bigger name for myself in the profession of economics. And I started to see the impact that my openness had on people, all kinds of people—in the Bank, in the Federal Reserve System, and in the communities that we serve.

So when the job of President opened up, I applied. And when I got it, I boldly offered that we, the Federal Reserve Bank of San Francisco, will be more open, will be more vulnerable, will be our whole selves. And at the same time,

we will be strong, we will be capable, and above all else, we will be leaders.

But for many of the 1,700 people who work for the San Francisco Fed, and the 20,000 who work for the Federal Reserve System as a whole, the idea that we were going to collectively pledge to feel queasy left them nervous. And that led me to wonder: why?

### The Crown

I found the answer in an unexpected place. I've been watching a lot of *The Crown* lately. And there's this great scene where Princess Margaret says to the Queen, "If you show a single crack, we'll see it isn't a crack, but a chasm. And we'll all fall in."

It's funny how fictional stories sometimes end up shedding light on our very real lives.

Research tells us that when we hear a story, we put ourselves in the position of the character. In fact, images of brain activity show that when someone tells a story, the exact same areas of the brain light up for the story teller and the story listener. It's like we're there. The story allows us to fully engage in another experience as if it's our own.

And so I learned from *The Crown*. And what I heard Princess Margaret say in that episode was this. The role is its own being. It's comforting, and it's safe to people. It makes them feel reassured. If they're allowed to peek behind the curtains to see innocuous things—the goings on of the royal family, the weddings, the trips—it's exciting. But if they peek behind the curtains and see the doubts, the fears, the uncertainty—it's scary. Especially when it's happening in real time and we don't yet know the ending. That's actually not exciting at all. That's a chasm, an abyss, and we all fall through.

But do we really? My Netflix guilty pleasure is actually based on a very real person—Queen Elizabeth II. And from all accounts of what we know about the Queen, she took the advice of the fictionalized Princess Margaret. We hear a lot about the Queen's style, her jewelry, her dogs, her hats... but

very little about herself, her politics, her opinions, her heart. In fact, just last week, in the face of the coronavirus, the Queen gave only her fifth public address of her long reign.

So we live for the drama of The Crown. For the complexity, the intrigue, the humanity on display. We wonder what it would be like to be her. And we talk about what we might have done if we had been in her place.

But what I wonder is whether we ever really needed her to be so distant. Would we have benefited from her being more open, more giving, more vulnerable? What if she'd been able to be fully 3D in real time, real life, rather than just in fiction? What have we been missing all of these years? What if we'd seen 10,000 speeches instead of five?

### Uncertainty

When we talk about allowing a leader to be 3D in real time, in real life, it's more complicated than it seems. It's pretty easy to embrace the story of a queen, or a Jedi, or any leader, when we know the final outcome and that outcome is good. Then the flaws and the imperfections, they just feel reassuring. The challenges are conquered, everything turns out okay, and we all love that story.

I'm a perfect example. Nearly everyone can rally around my past. Love that I struggled, that I overcame challenges and that I still became a leader. As one of my friends and colleagues put it, it's confirmation that the world is surmountable—that good guys can win.

But the operative word in that sentence is "win." The story is over, at least a chapter. The results are clear, I'm the President. It's quite a different thing to experience the challenges in real time, as the story unfolds and the outcome is less certain. So it's understandable that everyone in my organization feels afraid when I ask them to leap off this cliff with me. To be vulnerable, to be open, to be authentic. After all, we don't even know where we will land.

The real question is: what about uncertainty—about the uncertainty of an

ending—makes us so uncomfortable? What makes us so nervous?

Psychology tells us that when the future is unknown, we worry. And we solve for that worry by projecting out the worst-case scenario. This allows us to brace for the impact of that scenario and not be disappointed—or even worse, hurt.

Of course, we're built to do this. You could trace it all the way back to our hunter-gatherer days. The world is full of stimuli, risks and rewards—they're everywhere, and we need to make very quick decisions if we're going to keep ourselves safe. So we sort: Friend or foe? Safe or dangerous? Good or bad? This sorting aided our survival.

But what happens when we apply the same sorting to people? Put simply, nothing good. But let me explain.

I have this great colleague—a friend really—who is, like me, a leader. We come from very different backgrounds—his is more typical, on the surface easier, some would say privileged. But we mostly see eye-to-eye. And we definitely share the same core values.

So we went to this event together some years back. He was much more practiced in that arena than I was, and I thought he might give me a hand. And at a minimum, since we were all swimming towards the same goals, I believed we would be a team.

It didn't play out that way. He ended up talking mostly about himself. I found it hard to get a word in edgewise without aggressively interrupting. And when it was over, he just waved at me and moved on to his next thing as if everything had gone as expected.

I was incensed. I felt duped. I was deeply disappointed. I ranted on about it for at least 15 minutes to anyone who would listen. And then I thought about it for the rest of the day.

The next day, I called my coach, and I recounted what happened. I actually did one of those dramatic retellings, I think you know the kind, when you act out every phrase and every scene so that the listener is right there with you, feeling your pain. "He said this... and

then he said that... and then he said this other thing... and I'm finished."

And I expected with this dramatic retelling that my coach would validate me. He'd say, "Oh yes, I completely see what's happened." But I got something very different. After listening to the whole play, my whole dramatic retelling, my coach said, "I didn't realize you were so judgmental."

Now, judgmental is a loaded word—at least for me—and I was not too happy. I felt he, the coach, was being pejorative, telling me I was bad, or that I had some kind of a character flaw. But what he was really saying was that I was looking at the situation through one lens. And I was making a determination, a judgment, that might not hold up to a broader perspective.

I was sorting my colleague, moving him quickly from friend to foe as if I was hunting a million years ago. I felt at risk, I felt in danger, and I resolved the conflict—the uncertainty—by making a judgment and then abandoning the story. He was a jerk and I needed to get away from him.

### Stereovision

So you must be wondering right now, what happened? Did I nix him, did I talk to him, did I just let it die? What?

The first thing I did, at the prompting of my coach, was to try and practice something he called radical empathy—being empathic about my colleague and friend, and curious about his behavior, despite my feelings. That's the radical part.

And it's no easy thing. I had to make myself a talisman, an empathy coin. On one side—I'm holding it now—is a beautiful souvenir ball marker from the Pebble Beach Golf Course. My wife gave it to me. On the other side, I glued a rusted metal washer I found on the street in my neighborhood. And this coin, this empathy coin, reminds me that no matter what I see on the surface—the beautiful wood—it's hard to know what's underneath. What's really going on with someone. It helps me pause, short-circuit my frustration,

and hunt for the positive rather than focusing on the negative. It helps me stay in the story.

But I strongly dislike having to rely solely on my talisman. I want to understand—why do I sort when I know it's judgmental and limiting, and that it's not my values?

So like any good researcher, I turned to Google. I started searching for ways to teach myself how to stay in the story in real time. And I found the answer in a really unlikely place.

I stumbled onto this concept of stereovision, which is the mechanics of how our eyes work to create a 3D image in our environment. Simply described, each of our eyes is programmed to take a picture of what we see in front of us—they just do it from slightly different angles. Then these two different pictures get simultaneously sent to our brain, which instantly processes them into a single 3D image.

A classic example of how this works—you can find it on the internet—is a picture of two rows of Lifesavers: one red, one green, and both are narrowing down to a point on the page where they almost meet. If you focus long enough on that area where the green and the red Lifesaver line should cross, or meet, you can see a single Lifesaver coming off the page towards you, even though it's not there.

Almost all of us are physically able to do this. But for many of us—and me included—it's a challenge. We don't do it automatically. It takes effort to merge those two Lifesavers into one 3D image. You have to practice.

It takes even more effort and more practice when you're talking about people. My colleague—my friend—was never all good or all bad. He was always both. He shares my values, does good work, and can also be insecure, anxious about his performance, and in those moments, blind to those around him.

All of those things are true. But holding them simultaneously, seeing them merged into a single 3D person takes work. And it's emotionally heavy work. It's hard. It can be draining. Because after all, we are built to sort, to

avoid worry, to avoid disappointment, and most of all, to resolve uncertainty.

Now I'm sure, as you listen to that story, that you all have had something that sounds familiar with a colleague or a friend. We've all had experiences like these, probably many of them. And we've all had moments where we've had to come to terms with the fact that our closest friends and family aren't perfect.

But with those individuals, close friends and family, we make the effort to see them in stereovision, to merge the green and the red, to see the full three dimensional person, in the hopes that they'll do the same for us. They'll merge our green and red. This 3D vision that we use or we practice for our friends and family isn't emotionally free, but it's worth the cost for those closest to us. Because ultimately we don't want to lose the relationship.

But why should we be willing to pay the cost to see our leaders? Why should we want to stay in their story, riding out their bumps, merging their bad and their good when there is so much possibility for discomfort, for disappointment? And they aren't even our friends or family.

It's simple. If we're only willing to see two-dimensional leaders, that's all we'll get: two-dimensional leaders. And two-dimensional leaders can't solve the problems of a 3D world.

### **East Palo Alto**

I played a clip earlier from Zip Code Economies, but I didn't tell you why I decided to make it.

As I mentioned, I'm from Ballwin, Missouri, a town outside of St. Louis. But for the past more than 20 years, I've been living in Oakland, California and working in San Francisco. I've always felt comfortable in both environments, and I can understand the views and aspirations of both communities—those in St. Louis, Missouri and those here in the Bay Area in California.

Then the 2016 election happened. And every day after the election, when I looked at my Facebook feed I could see a divide, a chasm, playing out on

my timeline. Half of the people I knew thought the results of the election were the best news of the year. The other half was convinced that the end of days were upon us. And each half viewed the other half as a threat, an enemy—maybe The Enemy.

So I decided to make Zip Code Economies. In my heart, I know that most people want the same things: They want to raise families. They want to have careers. They want to make contributions. And wherever we live these days, our communities face so many of the challenges that easily divide our country. But at the zip code level, people find a way to work it out. And thus, by definition, the stories of zip codes are stories of hope.

I could say without reservation, without any hesitation, that Zip Code Economies is the single best project of my career. It transformed me. It imprinted upon me. It moved me. Because it demonstrated time and again, in every community we visited, that people can overcome anything when they work together. It confirmed for me that hope is alive and that hope is essential for change.

One of the places we visited is East Palo Alto, California. It's a 2.64 square mile community about 30 miles south of the San Francisco Federal Reserve. It was incorporated back in the 1960s in an effort to fight pervasive red-lining and give minorities a place to have homes and have a community. Throughout its history, EPA has been in a fight for its life. And today is no exception.

It remains a mostly minority community where the median income is \$55,000 a year. EPA is surrounded on all sides by the staggering wealth of Silicon Valley—think Facebook, Google. And EPA is constantly working to maintain a sense of community when it feels like they could be swallowed up at any moment. Because they're an island sitting in a sea of wealth.

So as part of our Zip Code taping, I talked to some high school students about what it's like to grow up there. They told me that they loved their com-

munity, but they also told me about their trips to downtown Palo Alto—a place just two miles from their front doors where they're treated like the other. Because, remember, East Palo Alto and Palo Alto are not the same place.

They told me that in Palo Alto, people cross the street when they see them coming. The restaurant servers treat them like they're second class citizens, because the restaurant owners worry that the kids might not pay. The kids feel like they don't belong.

When you look at their faces as they tell you these stories, you can see the pain even though they don't tell you the exact words. You hear the resignation or the acceptance in their voices. So then, you might ask me, "How, Mary, do they still have hope?" How do I still have hope?

Because I met these students at a place called East Palo Alto Academy. And I met their principal, Amika Guillaume. Now, when I say principal, you probably have ideas in your mind about what she does. I know I did before I met her. I thought she managed day to day operations, created policies, made budgets, talked with parents. And Amika does do all of those things. But that's actually not her primary job.

You notice this, you see this, right when you walk into her office. There's this huge sign on the wall that says, "The Bulldog Way." At first glance, it seems like a school mascot, but it's not. It's a school refrain. It's the terms of their contract. The contract between students and teachers, both of them, the shared contract. And the first item on the list is "Bulldog Love."

Bulldog Love is Amika's North Star. She recognizes that before you can

educate the mind, you have to help students feel safe. Before they can learn, they have to feel like they belong. They have to feel like they are loved.

But let her tell you in her own words:

"I talk about love in this building and give this campus a hundred times more than I do at home. And frankly, my kids here need it in a way that my kids at home don't need it. And that's our obligation, to make sure they feel loved and safe. And it's not that their parents don't love them, that's not the case at all. It's, does society love them?"

Amika is the definition of a 3D public servant. You know it the second you meet her. She vibrates with it—it comes right off of her—the passion, the frustration, optimism, pragmatism, vulnerability, all at the same time. She's fully human, including imperfect. She has good days, and she has bad days.

A conversation with her can feel like walking on a high-wire. When one of her kids succeeds and she describes it, you feel all of the joy with her—the pride, the hope for the future. You're right there. But she doesn't always have successes. And you know it. And sometimes you feel it.

When Amika came to our launch event for the show here at the San Francisco Fed, she was up on a stage with other people from Zip Code Economies. I could tell immediately that she was a little off. And then she told us about a meeting that she had just had with one of her former students. He had left East Palo Alto Academy ready to enter college, and now he was at Stanford. But he wasn't there to learn. He was mopping floors with his dad. He had somehow fallen through the cracks after graduation. Amika was

swaying. And when we heard her story, we were all swaying with her.

You quickly realize when you sit with someone like Amika, that staying with her story will be hard. If you open your heart to the love, the joy, the possibilities she creates at East Palo Alto Academy, you also have to open your heart to the heartbreak you feel when a student or a family falls through the cracks. It feels like a chasm.

But here's the deal. There are people in those cracks. They need Amika. And Amika needs us. Staying in her story is staying in their story. And this will not break us. We will not fall through.

### Stay in the Story

I carry Amika, and the other people I met making Zip Code Economies, with me always. They're the standard I try to hold myself to every day. I try to be as courageous as they are—to stay in the game, to stay in the story, even when the ending looks bleak or is simply uncertain. To be 3D myself, and to let others be 3D, as well. I don't always succeed, but I always try.

So I will end here with the same ask for you that I have for the 1700 people who work at the San Francisco Fed, and the 20,000 who work for the Federal Reserve System.

Join the story. Stay in the story.

The ending might not be certain, but the challenges definitely are. And we don't have time to wait for perfect heroes. We must all have the courage to be 3D. We must all have the courage to see in 3D. We must all have the courage to be human.

Thank you.

## WINNER: PUBLIC POLICY

*“Free Tickets to the Ultimate Behind-the-Scenes View. A Chance for Science, Policy-Makers and Society to Connect”*

By Sjors Talsma for Ingrid van Engelshoven,  
Minister of Education, Culture and Science



Delivered at The Hague,  
December 15, 2020

Dear friends,  
When the coronavirus pandemic arrived in the Netherlands, Prime Minister Rutte said something that I’m sure sounded sensible to the academic or policy-maker in you.

In the spring, the Prime Minister said that our government would have to make 100 percent of its decisions with only 50 percent of the knowledge.

His phrase has been repeated many times, and you still hear it today. There is something intriguing about this phrase. Somehow it manages to both alarm and reassure us, all at the same time.

It’s alarming, because you’d rather hear that your country’s policymakers are basing their decisions on complete information. And of course ministers would prefer that scenario as well.

On the other hand, it’s reassuring that—despite the incomplete information—the government is taking action.

We acknowledge that the reality is extremely complex, but this government understands that despite the complexity, we have to pick a strategy as well.

Of course, you almost never have the luxury of having 100 percent knowledge of the consequences of a decision. That won’t come as a surprise to any politician, policy-maker or academic.

The coronavirus pandemic really proved us once again that you quite often have to settle for the information that is available.

At the same time, what I think is reassuring for everyone who deals with complex issues and incomplete information, is that we can now see that policy is being updated almost ‘live’. Our knowledge base is growing day by day, while we’re adjusting measures. When you think about it, that is simply evidence-based policy in action.

Although we now know a lot more about COVID-19, and the 50 percent I spoke about earlier keeps on rising, we definitely don’t yet know everything there is to know about this virus.

A pandemic, on the other hand, is by no means unprecedented. People all around the world have dealt with those before. What is unique in 2020 is the public’s detailed scrutiny of the search for a way out of the pandemic: the global search for a vaccine.

In our country, the entire adult population has put virologists, the Outbreak Management Team and the still growing chain of press conferences, under the microscope.

The scientific process, policy formulation and political decision-making now happen almost simultaneously. And all in the full glare of public attention. No generation before us has ever experienced anything like this.

Although everyone is following the progress that is being made, the pandemic is also dividing people. Anyone can catch the virus, but the suffering doesn’t affect everyone to the same degree.

COVID-19 is pushing us apart along quite a few of the traditional dividing lines.

The pandemic divides young and old, people on high and low incomes, churchgoers and non-believers. It divides people in cities, who live almost on top of one another, from those who have more space for themselves. Even the way we view the pandemic divides us, into people who have faith in science and in the scientific method, and people who loudly let us know they don’t. That last distinction is relevant to us, here, today.

Countless ground-breaking studies never make it onto the news at all, but this year, when scientific research into

a vaccine was put on hold following irregularities in one test subject, that was ‘breaking news’.

The people who don’t trust science say: ‘You see? It’s not safe’, while the other group says: ‘It’s good that they’ve put the research on hold—because that’s how science works. I’m glad they’re sticking to the procedures, even though they’re under so much pressure.’

So the presence of the coronavirus, and the way it is handled, puts the relationship between scientists, policy-makers and the public under the spotlight.

An optimist would say: ‘Never before have so many Europeans been overcome by such a burning need to understand the unknown.’

Last April in the Netherlands, for example, Jaap van Dissel appeared on TV: a virologist whose presence and judgements play a vital part in public debate. Nearly 8 million people turned on their televisions to watch him, live.

Since then, virtually every academic discipline, from psychology to sociology, has found its voice or is trying to be heard. I strongly believe it is important that we pay attention to all these scientific voices, while we also acknowledge that there may be days or weeks that one is a bit louder than the other.

At this point in time, science, and policies based on scientific evidence, have really gained momentum. Millions of people are watching, as our knowledge grows. While it may be growing bit by bit, every new insight takes us one step further.

We are heading into a spring and summer in which virtually every decision-maker will rely heavily and publicly on researchers. Those seasons will go down in history as a time when science led the way, and guided us out of the crisis.

When we look back, we will be relieved and thankful, although we will also see that the pandemic has cost us dearly. That is why it is important to mention today, that we still have an opportunity to add a silver lining to this pandemic. There's a chance to help more people see and understand how science and evidence-based policy really work. That understanding should lead to growing faith in both science and policy.

Right now, anyone who wants to, has free tickets to the ultimate behind-the-scenes view. Scientists in all disciplines have the opportunity to show that they believe in full transparency about their process, efforts and results. This includes honesty about what they don't know, don't know yet, or what they think you should definitely ask their colleague instead of them.

Hopefully, that way, we will also see that the pandemic brought science, policy-makers and society into closer contact. And let's hope that this way, fewer people think their personal opinions are just as reliable as proven facts. Let evidence-based policy not only be true for a few, but also believed and accepted by the many.

Dear friends,

Scientists are familiar with standing on each other's shoulders. And good policy-makers always keep at least one eye on their predecessors, and on the evidence they used to back up their policies.

Today, and in light of the year of vaccination that is about to start, I want to talk about someone who has left us, almost twenty-five years ago, at the age of seventy-four. Her name is Charlotte Hannik.

Not that many of you will have heard of her. But 9 out of every 10 Dutchman owe her a great deal. Actually, the 10th person as well.

After all, we possess an important part of our basic health thanks to Charlotte Hannik. Let me tell you why.

When Charlotte was a young doctor in the 1950s, she saw how diseases like diphtheria and scarlet fever could spread rapidly.

She decided to specialise in that field, and she took charge of an ambitious polio vaccination campaign. That campaign was successful, and Charlotte was successful in her field.

In fact, she still proves her success to us, almost 25 years after her death. Although she didn't give herself literal immortality, she did reduce our risk of dying young.

The Dutch government's vaccination policy, based on scientific evidence, is still making a difference to all our lives to this day.

Today's National Vaccination Programme owes its unique organisation, which is a collaboration between local authorities, doctors and Municipal Health Services, partly to Charlotte Hannik's work on public policy.

60 years later, that collaboration is

still going strong. I wonder if Charlotte ever dared to hope for such an outcome.

The reason for sharing this story with you today, is to tell you that you might not always know how, or when, the policy you are working on will make a real difference.

Charlotte Hannik would not have waited to start working, until she had 100 percent of the knowledge either. In her day, trial and error was fact of life as well, and it led to something that we now celebrate as a huge success. Remember that, when this conference ends and work proves to be tough. It takes patience to produce sound, evidence-based policy; but it can make a big difference to a great many people, for decades to come.

As I said earlier, good policy is the best when the people it is designed to help actually believe in it. Charlotte Hannik must have felt the same way. She knew, down to the last detail, the questions and concerns parents could have about vaccination. And she was not afraid to be open about possible downsides of the vaccination programme.

She had the courage to inform people on disadvantages of policies she worked on, while presenting them the benefits at the same time.

I wish every policy-maker feels the courage needed to do that today.

For now, enjoy this conference. And stay healthy.

Thank you.

## WINNER: SOCIAL JUSTICE

*"BCJA & GAAA Alumni State of the Union Address 2020"*

By Natasha Walker Jones, Alumni President/House of David International Inc., for the BCJA & GAAA Alumni Association Inc. Annual State of the Union Address

Delivered in Atlanta, Georgia, West End SDA Church, October 10, 2020

And now, the State of the School's Union.

There is no pretending that we are moving forward and backward at the same time, which we know in the physical realm is impossible. Yet, in the social and political realm it is a reality.

In the year of our Lord 2019, acclaimed movie director Ava Duvernay released the documentary, "When They See Us." Duvernay very compellingly detailed the tragic events that led up to the arrest, conviction, and sentencing of five, young, black, and

brown men pejoratively called, The Central Park Five. The backstory was powerful and riveting, but it was also disturbing. As we now know, those young men were innocent but treated as guilty, before, and after proof. When They See Us, reminds me of the

struggle that is still very real for persons of color and people who have little social, political, or financial capital in the United States.

Over the last few years “we have seen” egregious, violent acts perpetrated against people in the African American community. Our eyes will not allow us to unsee those actions and our hearts will not allow us to stand down nor stand by. We saw; therefore, we say the names of Trayvon Martin, Eric Garner, Ahmaud Arbery, Sandra Bland, George Floyd, and Breonna Taylor. Though they sleep, their names we still speak. While we do not conflate the gospel with social justice, we also do not negate social justice because of the gospel. As people who name the name of Christ, God is watching us to SEE what we do for those who are less fortunate and under the heavy weight of oppression in America.

There is no avoiding nor imagining the condition of our country. We are all aware of the negative impact of the Coronavirus and the subsequent issues of health and financial disparities that hang over the heads of minorities that have flared as a result of centuries of neglect and discrimination. In my opinion, it would have been irresponsible for us to not address the flagrant ills in our society. My hope is that the Alumni body would go into our communities and work the works of him who sent us, by feeding the hungry, clothing the naked, setting the captive free, while proclaiming the acceptable year of the Lord.

On the 114th birthday celebration of our roots that have produced strong trees, let us continue to grow in grace but not forget to be a living, active, working witness against social injustices by S.E.R.V.I.N.G. (Spiritual, Educational, Recreational, Vocational, Invitational, Nutritional, & Governmental). When They See Us, we will be Spiritual as we pursue and sustain the growth of BCJA and GAAA in the areas: Educational, Recreational, and Vocational as we continually seek God for guidance through the Invitational, while practicing self-care through

the Nutritional, never forgetting our civic duties that require us to occupy until he comes by participating in the Governmental. When They See Us, let us be about our Father’s business S.E.R.V.I.N.G., rooted in love, still producing strong trees!

There is no new fix for this old game of racism. You can march, you can peacefully protest, but when that’s over what do you do? It always has been through prayer, standing your ground, and the unification of like-minded individuals. If the black race is at stake. Humanity is at stake. For we are all inextricably and invaluablely interwoven into the tapestry of planet earth.

There is NO government, when the rule of the law is twisted to meet every circumstance of favorability for the twister. The governing bodies have been corrupted. But alas, even among our ranks the bitter tail of racism lashes against our members like the scorpion in Revelation. I feel like Paul, we are assaulted from without and from within.

Sometimes I think we have been corrupted by the leaven of the Pharisees – which Jesus called hypocrisy. We preach Christ for all but show favoritism to 3rd & 4th generation Adventist’s as if God has a special group that will sit on his right hand and his left.

We can’t afford to have respect of persons in our churches and schools. We need to level the playing field and allow all Adventist children to attend all Adventist institutions at the same rate. The time would fail me to talk about the sacrifice of the single mothers in our church to send their children to Adventist schools.

Very soon the remnant will be the enmity of all nations. I do not need you crucifying me at the stake with your malicious backbiting and eating me for Sabbath dinner. I thought you were vegans and vegetarians but alas some of you are cannibals. But very soon we will be put to the test on the plain of Dura. It will be God’s people vs. everybody else.

We can get – angry, or we can get busy – SERVING – Spiritual,

Educational, Recreational, Vocational, Invitational, Nutritional, & Governmental. That is what we are teaching our children at the academies – BCJA & GAAA. This is NOT the time to wing it on education. Our little brown and black babies need to know who Dr. King was and that he stood on the Word of God. He said I’m a preacher first and an activist second. His service worked more to effectuate human and civil rights and change than any single person in the 20th Century. He clearly relied upon God. The new age civil rights movements are calling upon the ancestors and pouring out libations. We cannot possibly call upon the ancestors. The word of God is most emphatic David hath not yet ascended to the heavens. And if King David isn’t there neither is Harriet Tubman nor Kunta Kinte.

But I know who is there. The Ancient of Days. Who Was, Who Is, Who is to come. The Alpha and the Omega. The first, the last, and everything in between. And Christ Jesus – Yeshua the Prince of peace. The man in Revelation with eyes of fire and feet of brass who walks among the churches – with eyes of fire asking a similar question – WHEN HE SEES US.

In the process of delivering a theme for Alumni 2020, it was clear that the perspective of the man with eyes of fire walking between the candlesticks in Revelation 3: 14 -18 Jesus, walking among the members of the last church – conveys the sentiment of 2020 Vision and begs the question: When they see us, what will they see? Jesus saw a very pitiful sight. A church that was naked, blind, miserable, and poor. In contrast, the church thought they were clothed, with great eyesight, in excellent condition – rich and increased with goods. Evidently, the church lacked the anointed vision to see realistically, rather than imaginatively.

I ask you today, what is the cure for Cancer, AIDS, & Coronavirus? What can fix racism, classism, nepotism, fascism? What can stop hurricanes, floods, fires, pestilence, contaminated water, food shortages, poverty, and homeless-



ness? What will finally eradicate depression, anxiety, mental health issues and suicide. What will end bullying, backbiting, and barbarism?

The second coming!

We were tasked NOT to build kingdoms nor to expect earthly kingdoms to fix the ills that have wildly mutated due to sin. Instead, like the Jews we got caught up in earthly treasures and stopped laying up treasures in heaven.

You've been entrusted by God with children. The Word says the fruit of the womb is his reward. If your children are your treasure, are you sacrific-

ing them for a bigger house, a car, or a bank account?

If you don't have children and God has entrusted you with resources, why not sponsor a child to attend church school? Our CashApp Information has been posted and God is watching to see if you value lives or money.

Stokely Carmichael coined – and his band of revolutionaries went back into the community to create before and after school programs, feeding programs and community-based works that we now call – nonprofit work, to help us. Because they loved the people.

We must love the people. Jesus loved the people. He who sees with eyes of fire is not influenced by rank or color. He just loves the people.

The signs of the times reveal that the kingdoms of this earth are become the kingdom of our God.

He says, "if my people, which are called by my name, shall humble themselves, and pray, and seek my face, and turn from their wicked ways; then will I hear from heaven, and will forgive their sin, and will heal their land."

Right On and Power to the people. God's people!

## WINNER: ANALYST CALL/INVESTOR MEETING

*"Action Today for a Better Tomorrow"*

By Lech Mintowt-Czyz for Ben van Beurden, CEO, Royal Dutch Shell



Delivered virtually to the Annual General Meeting for shareholders, May 13, 2020

Many thanks Chad. I would like to echo your comments on the importance of staying in contact at this time. Thank you to all of you for joining this call... for making the effort to do so. I hope you are all safe and well.

As Chad said, this is not the time for your company to stand still. As you will undoubtedly be aware, Shell has not stood still. We have acted decisively. We have moved to secure the resilience of your company for today. And we have moved to secure the resilience of your company for the long term as well.

I will start with what we have done to preserve our financial strength in the face of COVID-19 and, of course, the very low oil price. This is critical action. Because, it is by preserving our financial strength today... that we can be better positioned to compete tomorrow.

When it comes to financial resilience, we have a number of levers we can pull. The scale of the situation facing the world means we have had to pull on those levers harder than we would have liked.

That started with reducing our capital expenditure. Through 2020 we will

reduce it to \$20 billion or less. That is around \$5 billion less than planned.

We will spend where we must. On keeping our sites running smoothly and safely and ready to meet demand as it returns... from platforms to refineries... chemicals facilities to retail sites.

We will continue with projects where it makes financial sense. And we will focus on robust investments that will give us a short-term return. You will have noticed some specific announcements on particular projects in line with this approach.

In addition to reducing capital expenditure, we are also reducing underlying operating costs. We are bringing them down by \$3 to 4 billion over the next 12 months compared with 2019. This means reviewing contracts, discretionary spend, travel costs and recruitment. It also means no group performance bonus for any Shell staff this financial year.

We are making changes where we have to. Where it is wise. Where it is prudent. Even if that means reducing shareholder distributions.

That is why, in March, the Board decided not to continue with the next

tranche of our share buyback programme. Under that programme we have bought back \$15.75 billion worth of shares since 2018. It is now paused.

But, unfortunately, we could not stop there. We could not, responsibly... prudently, continue with the dividend payment as it was. And that is why the Board decided to reset our quarterly dividend to 16 US cents per share.

This decision was born of your company's focus on resilience. It will allow us to ensure we maintain a strong balance sheet at a time when the outlook for the global economy, and our industry, is uncertain. I have been asked what we plan to do with the money saved. In the current environment, rebasing the dividend does not give us more money to spend. It just means that, today, we will not borrow further to meet our outgoings.

None of this, however, changes any of our four priorities for capital allocation. The first is to ensure we pay our interest and the rebased dividend. Indeed, we believe the dividend is now set at a level which is sustainable in all reasonable scenarios.

The second is to seek to reduce debt and maintain our AA credit metrics. The third is to make capital investments which ensure the resilience of the business in the medium term.

Our final priority, when conditions improve and we have enough free cash available, is to balance additional shareholder distributions with future growth capital expenditure.

And when it comes to growing shareholder distributions, this is likely to come as sustainable growth in dividends per share alongside share buybacks. This mix will help keep the total dividend at a sustainable level.

But that is for the future. Right now... these are tough times. None of us wanted to be in this situation. But we are. So the best thing we can do today... is to make sure we are ready for tomorrow. To make sure we are

strong. To make sure we can be highly competitive in the future.

And that same thinking was also behind another major announcement we made last month. The new carbon ambition. Your company is acting today, to position itself for success. Both in the world after COVID-19... and in the world transitioning to a lower-carbon future.

That means having a new level of ambition. And that is why your company now aims to be a net-zero emissions energy business by 2050, or sooner.

We will seek to achieve this overall ambition in three ways, and in step with society.

First, we aim to be net-zero on all the emissions from the manufacture of all our products, by 2050 or sooner. That means net-zero on Shell's scope one and two emissions.

Second, we aim to reduce the carbon

intensity of the energy products we sell by 65% by 2050.

And third, we aim to help our customers decarbonise. We also expect to shift, over time, towards serving the businesses and sectors that, by 2050, are net-zero emissions themselves.

It is important to note that, today, Shell's business plans do not reflect Shell's net-zero emissions ambitions. We aim to change our business plans over time in step with society and our customers as they move towards a net-zero emissions economy.

I know that all of that... our actions of today... our ambitions for tomorrow... our determination to remain resilient in all circumstances... leaves us with a lot to talk about. And today is a day for your questions. So I think we should start answering them.

Chad, can I hand back to you, please, to get things going?

## WINNER: AWARD ACCEPTANCE

*"We Need Better Answers and More Shoulders"*

By Joe Gettler for Vanessa Sanders,  
Assistant Scientist,  
Brookhaven National Laboratory



Delivered at the Urban League of Long Island's 45th Annual Long Island Equal Opportunity Day, held at the Garden City Hotel in Garden City, New York, February 27, 2020

Good evening everyone and thank you. I am so grateful to be here with you all tonight.

I'm going to be honest with you. I didn't set out to be the first African American woman to earn a Ph.D. in radiochemistry. I finished my degree in 2017 and only found out I was the first after I'd done all the work. It's an honor, but it also took me by surprise, because, "Really?!" It took until the year two thousand seventeen! That's kind of sad.

There are a lot of problems in the world. Some problems are old. Some are new. Some—like the new coronavirus—are pretty sudden.

The world has problems but there are answers. And diversity leads to answers that are better than others. Diversity changes how we look at

problems. And how we solve them. Diversity makes us ask questions, challenge assumptions, and scrutinize the solutions that are possible.

We need diversity because we need better answers.

And if we truly want better answers, we all bear some of the responsibility for increasing diversity.

We need to create more opportunities for groups that are underrepresented in the mainstream. That means mentoring young people. That means taking on interns. Networking. Collaborating. Building friendships.

For my field of research—radiochemistry—to contribute to making the world a better place, I can't be one of the only young black women with a Ph.D. We need more of them. Other areas of science need more of them

too. That means young black girls need to see black women scientists. They need to know science is something they can do.

I grew up wanting to be a medical doctor. But then my dad was diagnosed with one of the world's big problems—Alzheimer's disease. That's when I changed my plans. Nothing against doctors. The world definitely needs them. But I realized I could help more people if I earned a Ph.D. and did medical research than if I had an M.D. and could see just one patient at a time.

Now, I'm working on research for another big problem: cancer. And I'm privileged to work at Brookhaven National Laboratory with people who are solving other big challenges—in energy, quantum computing, and building an electron-ion collider to figure

out how the universe's smallest building blocks hold everything together.

Really I'm pretty shy. I can remember being talked over and having to find my voice. There were times I wanted to tap out. When I felt like I should give up. But there were people who told me, "Nope." People who poured the love into me.

My mom is the reason I'm able to stand here tonight and my dad is always with me. My mentors and my sorority sisters from Zeta Phi Beta. And my fiancé, Josh, who's here tonight. Thank you for supporting me.

I'd also like to thank Noel Blackburn, David Manning, Cathy Cutler, members of the African American Advancement Group, and everyone here tonight from Brookhaven Lab. For all they've done and all they're doing to make my new home more diverse and inclusive.

Thank you to Theresa Sanders, Sidney Joyner, and everyone with the Urban League of Long Island. Thank you for paving the way for young underrepresented minorities to have a path to the future.

Being recognized tonight is as much about thanking people in my life as it

is about paying homage to the unsung heroes who came before me. The incredible African American women scientists and technicians whose names we'll never know.

It's their shoulders I'm standing on.

And tonight, I ask that you and I get ready. That we brace each other. Because there's a whole new, diverse generation coming. They're smart. They have huge potential. And it's our shoulders they'll need to stand on.

Thank you.

## WINNER: COMMEMORATIVE SPEECH

*"100 Years of Women's Suffrage: The Enduring Power of Showing Up"*

By Jayette Bolinski for Susana A. Mendoza,  
Illinois State Comptroller



Delivered at Southern Illinois University  
Carbondale, March 5, 2020

Good evening, and welcome to my fellow resisters!

To all the women who are here today, thank you. And to all our brave allies who are here to support these young ladies, thank you, too, for being here.

It's wonderful to be back here at Southern Illinois University in Carbondale.

I'm Illinois State Comptroller Susana Mendoza.

As the chief fiscal officer for the State of Illinois, my job is to manage the state's finances and pay the state's bills.

I also use my position to advocate for smart, stable state budgets, and to make financial reporting more transparent and accessible to taxpayers.

Women celebrating women is something that is near and dear to my heart. So I am truly delighted to be here with you all to reflect on 100 years of women's suffrage.

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I want to begin by sharing a couple of stories I learned recently about women in this audience and why they believe in the power of voting.

Olga Weidner grew up in Greece and came to the United States on a business visa when she was a young woman. She got married a year after arriving in the U.S. and became a naturalized citizen in 1967.

In 1968 she voted in her first presidential election—Hubert Humphrey versus Richard Nixon.

That election unfolded against a backdrop of great political and cultural division across the country.

1968 was the year Martin Luther King Jr. and Robert F. Kennedy were assassinated.

The Tet Offensive occurred in 1968, marking a turning point in the Vietnam War.

Peace marches and protests were happening in cities and at college campuses across the country, including here at SIU.

Anti-war protests turned violent at the 1968 Democratic National Convention in Chicago.

As a new citizen in her early twenties, Olga could have taken a pass on voting that year.

But her beloved Greece is the cradle of democracy.

And her parents instilled in her a deep understanding and respect for the power of voting.

So, she proudly went to the polls that day in 1968, armed with information and the constitutional right to participate in one of the most consequential elections in U.S. history.

She voted for Humphrey because she considered him to be the conscience of the nation, in part because of his work on the Civil Rights Act of 1964.

The election didn't go the way she'd hoped, but voting that year was an experience Olga has never forgotten.

Many of us can recall the first time we voted, because it's such a powerful rite of passage.

We grew up with parents, grandparents, friends and teachers who taught us the importance of voting and helped us learn how to be informed citizens.

That's how it was for Trisha Crawshaw, who voted in her first presidential election in 2008—40 years after Olga Weidner.

Trisha was 19 and a college freshman when she went to the Desoto town hall to cast her vote for president.

She voted for Barack Obama because he struck her as someone who cared about the country and could propel the nation forward.

Trisha's lifelong interest in voting was influenced by two people: her grandmother and her mother.

Her grandmother, Jennie Crawshaw, was the Jackson County circuit clerk for years.

As a child, Trisha marched in parades and wore T-shirts that said, "Re-elect my grandma Jennie Crawshaw" on them.

She loved going to the courthouse to watch her grandma at work.

Trisha's mother was equally influential, taking her young daughter with her to the polling place every election.

To Trisha, walking into the voting booth with her mom, closing the curtain behind them, and learning about the voting process seemed like a fun, secret thing they did together.

But really Trisha's mom was laying the groundwork for her daughter to understand the importance of having a voice.

Both Trisha and Olga are in our audience here tonight. Let's give them a hand.

We are fortunate to live in a nation where citizens are invited to stake a claim to their future by voting in elections.

We vote for everything from the local water board to the occupant of the White House.

Certainly, we don't all agree on who is best for these roles. And that's OK.

But the tie that binds all voters—these devotees of democracy—is that they show up.

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The early women suffragists understood the power of showing up.

They came to the Capitol in Springfield year after year starting in 1869 to advocate for their right to vote, only to be rejected year after year.

Their efforts bore fruit in 1913 when Illinois became the first state east of the Mississippi River to give women a limited right to vote.

They would be able to vote for presidential electors and various municipal and township posts, but that was all.

While this was considered a success at the time, the suffragists knew there was more work to do.

They showed up in Washington, D.C., to demand that their right to vote be enshrined in the U.S. Constitution.

It was a lengthy, sometimes harrowing struggle.

Newspapers around the country described these women as "militant." They were heckled, beaten, arrested and fined for daring to picket and rally for the right to vote.

During the "Night of Terror" in 1917, thirty-three women were jailed, tortured, and denied access to basic needs—like emergency medical care and legal counsel—after they were arrested for peacefully protesting outside the White House.

It was a shocking development.

In 1919, Congress finally passed the 19th Amendment granting women the right to vote.

Shortly thereafter, Illinois became one of the first states to ratify the amendment. And by August 1920, enough states had ratified it to make women's suffrage the law of the land.

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Our reward for showing up is change.

Today, 100 years after women achieved the right to vote, it's hard to imagine that we would ever be banned from exercising our right to participate in a government that's here to serve all of us.

We vote. We write emails. We send postcards. We phone-bank. We rally. And we run for office.

I pulled some statistics about women in elected office in Illinois:

- Women currently serve in two of the state's six elected constitutional offices: comptroller and lieutenant governor.

- Women hold 36% of the seats in the Illinois House and 36% of the seats in the Illinois Senate.

- The mayor of Chicago, the nation's third-largest city, is a woman.

- Women serve as mayors of hundreds of Illinois cities, villages and towns—places like Decatur, Champaign, Moline, and Calumet City.

- A woman holds one of Illinois' two U.S. Senate seats, and four of the state's 18 Congressional representatives are women.

With more women in elected leadership roles, there comes an increased focus on social and economic changes that benefit women and girls.

Some examples of what's been accomplished in Illinois, just in the past few years:

- We repealed the state sales tax on feminine hygiene products, which were being taxed as "luxury items" rather than necessities.

- We started requiring service providers like dry cleaners and hair salons to be more transparent about their pricing to expose gender-based price discrimination.

- We made it illegal to request a job applicant's salary history so we can close the gender wage gap.

- We finally voted to ratify the Equal Rights Amendment, becoming the 37th state to do so since 1972.

I have long supported the ERA and was proud to stand on the House floor the day it passed.

All of these measures were carried by women legislators and had the support of other women.

In the Comptroller's Office, I'm proud to say we now offer 50 days of paid maternity and paternity leave for full-time employees.

The policy under previous administrations was 30 days of paid leave. I'm a mother, and I know that's not enough time.

In addition, I made it a priority to expedite state payments to social service providers—most of which serve struggling women and children throughout the state.

These are the kinds of meaningful changes that can happen when women take an active role in their future.

When we fight to change the status quo, we are paving the way for future generations.

We want the women coming behind us to be empowered to earn good wages, to be more present as parents, and to experience fewer economic and social challenges than we did.

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Now, sometimes we take for granted that everyone understands the importance of showing up and being heard at the ballot box.

A few years ago in Springfield, a young, civic-minded woman—Ivy-League educated, mother of four—decided to run for a seat on the local school board.

She ran as a Democrat against an established Republican candidate.

It was a very competitive race. When all was said and done, she lost. BY ONE VOTE.

Heart-breaking, right? There's more.

In the weeks after the election, a columnist for the local newspaper discovered some people didn't turn out to vote...

...including at least two Democratic precinct committeemen... one of whom worked across the hall from the woman who lost.

I imagine there were some awkward conversations after that.

The committeemen apologized.

They had reasons for not making it to the polls that day—one was helping a friend with a ride out of town, and the other was in the process of moving.

You might think, "So what? It's a school board race."

But the outcome of that election ultimately had bearing on who became school board president, and thus affected important policy and budget decisions.

Never assume your vote won't make a difference.

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I'm sure many of you remember or personally knew Barb Brown.

She was one of SIU's most widely respected political science professors and just a wonderful person in her own right.

I got to know Barb through her work in the Democratic Party and as a founder of the Illinois Women's Institute for Leadership.

She died in 2016, leaving behind a legacy of leadership and public service. We still miss her.

In 1996 Barb ran on the Democratic ticket to represent southern Illinois in the state Senate.

It was a tough contest.

The total amount of money spent on the race—over 1 million dollars—set a record for the most expensive Illinois General Assembly race in history at the time.

When the votes were counted, Barb lost by just 127 votes out of 81,000 ballots cast.

Later, in a 1997 newspaper article about breaking down political stereotypes, Barb talked about charting new territory as a woman running for state office in southern Illinois.

She talked about women having a long history as the backbone of grassroots organizing.

"A lot of people who are successful in politics were elected by grunt work," she said.

In other words—they're elected because of passionate people—like so many of you in this room—who show up, put in the work and vote.

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When I talk about showing up, I'm not just talking about going to the polling place on Election Day and filling in bubbles on a paper ballot.

Showing up means you take the time to learn about your community, your government, and the world around you.

It means you act on facts, not fear. You defend your beliefs without resorting to panic and emotion.

It means you are willing to learn from others without shutting them out or shouting them down simply because they don't agree with your point of view.

We live in a diverse state. But we are one state. We should spend more time

talking about our shared values and what we can do to solve our problems.

We all know people who choose to focus on stereotypes and all the things that make us different from one other. They'd rather do this than discuss actual solutions.

This is no way to create a better Illinois.

2020 is a big year for our country, and for Illinois. Your participation is essential.

There are two important things you can do to help Southern Illinois specifically.

First, it's an election year, so get out and vote.

Second, and just as important, is that you need to fill out the Census form when it arrives in your mailbox.

Southern Illinois has so much at stake when it comes to getting an accurate population count this year.

An undercount means this region could lose representation in Congress and see a loss in federal dollars for things like roads, schools and rural health care.

I don't want to see that happen.

The effects of an undercount are stark for the entire state.

Consider this: Illinois stands to lose \$1,800 for every uncounted person every year for a decade.

Put another way: If 1,000 people go uncounted in Illinois, this state will lose \$1.8 million dollars every year for 10 years.

That is a total loss of \$18 million dollars in federal funding for Illinois.

And that money will go to other states instead of us.

If you miss the opportunity to be counted this year, it effectively means you don't exist for 10 years in the eyes of those who carve up federal money.

So if you are living and breathing in Southern Illinois, you need to be counted—infants, retirees and everyone in between.

Even if you're not eligible to vote this year, you can still show up for your community by being counted and helping to spread the word about the importance of the Census for your community.

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As I wrap up, I just want to say this: To everyone who shows up every day with an open mind and defends their

beliefs with information and facts and evidence, you rock.

And to those who are ready to jump in with us, welcome. It's great to have you on board.

And with that, I want to thank you all for showing up tonight. It was an honor to speak with you, I hope you have a wonderful night.

## WINNER: CRISIS COMMUNICATION

*"Message About COVID-19"*

By Renata Serafin for Dr. Ric Baser, President, Northwest Vista College

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Delivered at Northwest Vista College, San Antonio, Texas, March 18, 2020

**D**ear Northwest Vista College Faculty and Staff,

Thank you for your ability to be extremely flexible and your can-do NVC spirit. The NVC Administration and the Alamo Colleges District Board and administration are responding to the recommendations from the CDC and our City's Mayor regarding COVID-19 to keep our students, faculty, staff and community members safe.

Moving to the remote teaching, learning and working platform so rapidly is going to be bumpy and confus-

ing. We need to be very accommodating to each other and to our students as we venture down this unexpected path. As we make adjustments, we will continue to communicate them to you via email so please check your email daily.

I thank you for your patience and for doing your best to stay informed, calm and safe.

The most important thing that NVC students, faculty and staff can do for each other is to be patient, kind and forgiving.

Please remember and exhibit the NVC touchstones each and every day because NVC is about:

- Learning
- Community
- Caring
- Synergy
- Diversity
- Creativity
- Openness
- Integrity AND
- Joy

Thank you for being part of this fantastic NVC family!

## WINNER: EMPLOYEE MEETING

*"I Work for You"*

By Chris Moran for Scott Angle, Vice President, University of Florida

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Delivered virtually, September 3, 2020

**I**f there's one thing you remember from what I'm about to tell you, it's this: I work for you. My philosophy is one of servant leadership. I don't do research, I don't teach, and I don't extend knowledge to 22 million Floridians. You do. My job is to support you so you can support your communities.

You may have seen the CV and heard enough about my background when I interviewed or when I was fortunate enough to be selected to join your team almost eight weeks ago. But there are a couple of things deep in the resume that I want to highlight, because they're meaningful to me, and, I hope, to you.

At the University of Maryland, I was named an honorary Extension agent. That's very meaningful to me because I hold Extension in such high regard.

What you do is at the heart of the land-grant mission. Indeed, what you do sets us apart from non-land-grant universities. All universities teach. Many do research. But only land-grants have people in every community in their state, helping farmers, families, children and others improve their lives.

I'm also proud that Georgia 4-H named me an honorary agent and an honorary counselor for Camp Rock Eagle, which I consider the premier

4-H camp in the nation. Ceremonial stuff to be sure, but it's meaningful because of whom it comes from. I believe that 4-H is the single best thing that UF/IFAS does.

I've long been a financial supporter of 4-H, and in my previous job I served on the national board. I've already addressed 4-H University, and I support Dean Place and Dr. Gutter's ambitions to get perhaps hundreds of thousands more kids involved in 4-H programs statewide.

You are community leaders. You develop and reinforce important local political relationships. I want

you to think like leaders and to assume national leadership roles. Good examples are Gene McAvoy, who is president of the National Association of County Agricultural Agents, Lara Milligan, who is president of the Association of Natural Resource Extension Professionals, and Alicia Betancourt, who is president-elect.

Leadership is about shaping the future, and that's what you do in your communities. I work for you by supporting you in the output of Extension—that's what I mean by servant leadership.

Speaking of leadership, my thanks go to Dean Nick Place. I have long known Nick, so I knew even before I got here that he's one of the best in the business. After just a few weeks of absorbing his calm, steady counsel, observing his frequent statewide communication and benefiting from the stakeholder relationships he has cultivated, I appreciate more than ever what an outstanding leader he is.

Extension is hard, and even harder in a state as diverse as ours. It calls for a strong partnership between UF/IFAS and FAMU. My thanks go to FAMU's Vonda Richardson for the leadership she has shown, and I hope to support a dialogue on how this partnership can be strengthened so we can meet more of Floridians' needs.

The question we face is not whether we will change, but how? We answer that question with vision. That is, deciding what we want to be and focusing our efforts accordingly.

First, there is no single model for delivering information. I'll encourage risk taking. I think of risk this way—if you're not failing occasionally, then you're not taking enough risk.

The COVID-19 crisis inspired Sumter County urban horticulture agent Norma Samuel to try another way of delivering information. She started a YouTube channel and began taping a show, "Let's Talk Gardening."

She had a couple of misfires and had to record her first episode three times. But she kept at it, and she's been able to not only deliver great information but bring her audience into

a community garden in Wildwood. Norma has advised a city parks and recreation employee on how to tend the garden, sometimes through virtual field visits, and the garden has produced vegetables for 25 families in need plus some church groups who redistribute the food in their community.

Norma shoots on an iPhone. She doesn't know how to edit. But her 19-year-old daughter, home from college because of COVID-19, says, "I've been doing this since third grade" and helps. This wasn't easy for Norma. But she knows we have to deliver information in new ways.

Another classic land-grant challenge we face is how to serve all Floridians. That includes people of every race, gender, nationality, sexual orientation, and ability status.

Noelle Guay, a 4-H agent in Palm Beach County, noticed a few years back that of the 350 children in the county's clubs, only one had a disability. At about the same time, a kid with autism named Arne moved to the area. Arne quickly joined a nature-themed club, but Noelle could sense he needed a greater challenge.

So Guay partnered with autism experts and started a robotics club led by three university students on the autism spectrum. Arne, who previously had been withdrawn at club meetings, started leading activities, like food tasting and physical fitness games. He became a counselor at a 4-H day camp. And he was appointed a teen ambassador for a national 4-H health initiative. In February he represented Florida at a national conference in D.C., where he presented his work to students from across the country, and he was likely the only autistic kid at the gathering. Noelle is a great example of meeting our customers where they are and making a big difference in a kid's life.

Extension's longest tradition is in rural areas, but we live in a mostly urban state now. There are many multigenerational family farms, but we can also keep Florida farming by helping new farmers get their start.

That's what Hillsborough County small farms agent Francisco Rivera did for Wendy Altman. She had moved to an 11-acre farm in the Tampa area and found neglected pasture with weeds and evidence of overgrazing. Nothing she did seemed to work to bring back healthy forage. She spent thousands of dollars with little to show for it. She went to the web to look for help and found Rivera.

Rivera visited Altman's farm. He had the soil tested. He taught her about best management practices related to stocking rate, rotational grazing, weed control, and summer/winter forage planting. He told her how much and what kind of fertilizer she needed, which herbicide to use and the rate of application. He even tested several types of winter forages on her ranch to see what would grow best.

Altman has called Rivera's advice "priceless." She said she doesn't know what the going rate for his services is, but she would have gladly paid it. She's saving close to \$10,000 a year by implementing Rivera's recommendations.

We challenge people to improve not just themselves but their communities. Natural resources agent Carrie Stevenson assigns a capstone project in every Master Naturalist class she teaches in Escambia County.

Stevenson and her co-instructors Chris Verlinde and Rick O'Connor of Sea Grant give their students soil science, plant and wildlife identification, and even the history of the Blackwater River as a former lumber route.

Armed with their expanded knowledge of the natural history and prompted by the Stevenson's project assignment, three master naturalists active in an archaeology club launched kayak tours that were quickly fully subscribed. Leading tours of shipwrecks, water and wildlife produced an impact that neither teacher nor students alone could have achieved. Tourists developed a deeper understanding of their river and the Pensacola Bay.

The tours also signaled something larger to the community: that the riv-

er, long dormant as a route for floating timber, could once again spring to economic life as a site of ecotourism. More and more, communities will depend on agents like Carrie leading with a vision of sustainability that not only preserves natural resources but helps the local economy.

Sea Grant agent Savanna Barry of the Nature Coast Biological Station has taken the Florida Friendly concept to the water.

According to the Florida Fish and Wildlife Conservation Commission, fishing charter guide licenses in Florida have increased nearly 30 percent in the past decade. That probably means a lot of young and inexperienced captains. But there was no professional development for such guides—until now. Savanna was the lead on developing the Florida Friendly Fishing Guide program, a course to certify charter professionals in science-based practices for proper fish handling and release, food safety, sustainable boating and other practices.

Does it make an impact? Ask the captains. Charlie Filpes says he's going to require new hires to get the certification as a condition for hire. Jacob Hardy says he's become an advocate for sustainability and makes a point of educating his clients about best practices to protect Florida's ecosystems as part of his tour. And Barry's team is in contact with Sea Grant colleagues in Texas and Georgia about customizing the program for their states.

Norma, Noelle, Francisco, Carrie, and Savanna, I work for you. I want to help you and your hundreds of col-

leagues write more stories like the ones we celebrate here today.

And to regional specialized agent Liz Felter, I even work for you! Oh, I remember the question you asked during my interview. It was the only one that knocked me off balance for a moment.

It was this: "Why should UF not hire you?"

My first reaction was to say I'm not going to answer that, that no one's perfect. Then I thought about what I consider a strength and turned it on its head. I've been accused of listening too much and acting slowly. But that's based in my servant leadership style. I work for you, so I want to hear from you before I make decisions that affect you.

And it led me to the larger point of what kind of leader I strive to be. I am not the general who leads the charge up the hill. I'm the guy who makes sure that those hard chargers have all the provisions they need to have a chance of making it to the summit.

It's not flashy, but it's essential, and it will help you make history. Think of it this way: We won World War II not just because of the valor of individual heroes but because of those who supported them. In short, we won World War II on logistics. We outproduced and outdelivered our opponents, replacing planes as they were shot out of the sky, replacing tanks as they were destroyed.

I don't want to see any of you shot out of the sky, of course, but I see our organization as a movement, not a moment. We make progress incrementally, step by step, with consistent, resolute service. It can be a slow grind. But as a servant leader, I work for you, and

I will do everything I can to provide what you need before you tackle that hill in your own community.

Part of how I'll do this is by visiting every Florida county. Invite me or I just may show up uninvited! Ask Lauren Butler, whom I dropped in on at her Okeechobee County office in late July. Or Jim Davis, whom I visited in Sumter County. Or Alicia Lamborn, whom I visited in Baker County yesterday. In fact, right now I'm delivering this message from the Extension office in Duval County! Thank you to CED Stephanie Toelle for connecting me to you via Zoom. She's treating me like she works for me, when in fact I work for her.

So four down, 63 to go!

My vision is to raise your profile and hold you out as heroes. Of our three core missions, research receives the greatest amount of media attention. But without rigorous extension of the results of research, it has limited value.

I would like to encourage and incentivize Extension agents to engage in more applied and adaptive research. Extension isn't just an add-on to major research projects. It needs to be at the table for the planning of projects to ensure their relevancy and to harness the strength of community partnerships to achieve real-world impact by doing experiments under real-world conditions beyond the lab.

I support all areas of Extension programming, from Family, Youth and Consumer Sciences to Café Latino to water to natural resources to community development. Let me know what I can do to help you do your jobs better. After all, I work for you....



# WINNER: EULOGY / TRIBUTE SPEECH

*“Black Heritage Series: Gwen Ifill First-Day-of-Issue Commemorative Stamp Dedication”*

By John Purdy for Ronald Stroman,  
Deputy Postmaster General, U.S. Postal Service



Delivered at the Metropolitan African Methodist Episcopal Church,  
Washington D.C., January 30, 2020

Good morning, everyone, and thank you, Michele, for that kind introduction.

On behalf of the more than 600,000 women and men of U.S. Postal Service, it's my privilege to dedicate the 43rd stamp in the Black Heritage series—honoring Gwen Ifill, one of America's most respected and celebrated journalists.

Gwen will now join an illustrious list of black women on stamps that includes: Harriet Tubman, Rosa Parks, Maya Angelou, Dorothy Height, Marian Anderson, Shirley Chisholm, Barbara Jordan, Ella Baker, Patricia Roberts Harris, Fannie Lou Hamer, Sarah Vaughan and Zora Neale Hurston, among others.

We're fortunate to have the Ifill family here... and so many of Gwen's friends and colleagues. Thank you for being a part of this special event. (Nod to Ifill family members in audience, Michele Norris, Judy Woodruff, et. al.

While we considered many venues for this event, it's fitting that we're gathered here, for Gwen was a daughter of the AME Church. Her father, Oliver, and brother, Earle, were both ministers in the church.

Gwen's faith grounded her, it gave her strength and informed the values that guided her life, and in the words of her fellow journalist, Charlayne Hunter-Gault, it equipped her with a “moral armor.” That armor would prove essential in transcending the racism and sexism she would encounter during her career.

In his book, “Raising Her Voice: African-American Women Journalists Who Changed History,” Rodger Streitmatter notes: “For most of the journalists in this book, to be consistent with who they are has meant expressing a strong spirituality. The lives of many of

these women, like those of many American women of African descent, have been firmly anchored in the church, and they were drawn to journalism by a sense of religious mission.”

This statement might also apply to Gwen Ifill.

She was an active member of this congregation. Today there's a special pew here, named after Gwen, in recognition of her faith and service to others. Generations from now, Metropolitan congregants will take special comfort in receiving the word in the Gwen Ifill pew.

This is the second time I've been here. I participated in a Richard Allen stamp ceremony 4 (four) years ago, and Gwen was in the audience that day in February.

I didn't know Gwen personally, but she had the ability to make you feel like you did know her. It's one of the reasons millions of Americans relied on Gwen to help them make sense of the world.

President Barack Obama described Gwen as “an extraordinary journalist who always kept faith with the fundamental responsibilities of her profession, asking tough questions, holding people in power accountable, and defending a strong and free press that makes our democracy work.”

Indeed, Gwen was famous for asking very tough questions, including to President Obama. You may remember her pressing him to clarify his stance on Syria after it had used chemical weapons, or when she asked if he had underestimated the effects of the Arab Spring. Those were quintessential Gwen Ifill moments, reflecting both her fierce independence and dogged commitment to get to the truth.

In asking these tough questions of the President, she was standing on the

shoulders of a previous generation of African American women journalists, like Ethel Payne, Washington Bureau Chief of the Chicago Defender, who in July 1954, infuriated President Eisenhower by publicly asking him “when he planned to ban segregation in interstate travel”—one of the fundamental civil rights challenges of that era.

Building on that legacy, Gwen Ifill was a remarkable trailblazer who broke through gender and racial barriers. She covered the White House and Congress and reported on seven national campaigns for major media outlets, like The Washington Post, The New York Times, NBC News and, most prominently, television's Public Broadcasting Service—PBS.

In 2004, she became the first African American female journalist to moderate a vice-presidential debate—and she did the honors again four years later.

In 1999, Gwen became managing editor and moderator of Washington Week on PBS—the first African American, and the first woman, to host a prominent national political talk show.

She was doing double duty at this time as senior political correspondent for The PBS NewsHour, where she went on to become managing editor and co-host in 2013, with Judy Woodruff, to form the first all-female anchor team on an evening news show.

She also wrote the New York Times best-seller, “The Breakthrough: Politics and Race in the Age of Obama,” published in 2009.

The book wasn't just about Barack Obama. It was about a new generation of African American leaders, who had benefitted from the difficult struggles of an older generation, but were impatiently pushing for leadership in their own right.

She used the term “sandpaper politics” to describe, QUOTE: “friction that forces self-examination, conflict, and finally actual change.”

As she wrote, QUOTE: “Before my eyes, I was able to witness the romance and achievement of 1960s civil rights marches bearing fruit, as the lions of the movement mingled with the up-and-comers.”

[PAUSE]

The integrity and thoughtful analysis that Gwen brought to every story was appreciated by loyal viewers and recognized by her peers in journalism.

Her many awards included: a Peabody Award and various honors from the National Press Club, the National Association of Black Journalists, the Women’s Media Center, Columbia

University, Arizona State University, and Harvard University.

If that weren’t impressive enough, her alma mater, Simmons College in Boston, opened the Gwen Ifill College of Media, Arts and Humanities in 2018.

The Committee to Protect Journalists renamed its Press Freedom Award in her honor. And the Washington Press Club Foundation and PBS Newshour created a journalism fellowship in her honor.

Gwen Ifill’s desire to understand the world and her willingness to bring us along on that journey... is what made her a journalist’s journalist. Gwen was one of the greats, a national treasure, and so richly deserving of today’s honor.

[PAUSE]

The 43rd stamp in the Black Heritage series was designed by Art Director Derry Noyes (“Noise”). It features a photo of Gwen Ifill taken by photographer Robert Severi (“se-VEEER-ee”).

I think you’ll agree they captured the warmth of her personality and that amazing smile, which could light up the room. Can you imagine Gwen’s smile on millions of letters and packages? Now, that is something to celebrate.

Because the stamp is a Forever stamp, it will always be equal in value to the current First-Class Mail one-ounce price. And, I think it’s fair to say, Gwen Ifill will be in our hearts forever.

Now, I would like to ask our guests to join me in dedicating the Postal Service’s 2020 Black Heritage Series stamp honoring Gwen Ifill.

## WINNER: TECHNOLOGY, AND MOTIVATIONAL SPEECH

*“How to Thrive in the Data Age”*

By Kari Matalone for Doug Merritt,  
CEO, Splunk

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Delivered in San Jose, California,  
October 20, 2020

Hello and welcome to .conf20. As you can imagine, this .conf is going to be a little bit different than those in the past. That doesn’t mean that we’re going to miss a beat on the usual excitement, inspiration and fun that comes with .conf. I actually think that our incredible team may have found a way to raise the bar and make this virtual .conf the best ever, and they baked in a few surprises along the way that I personally cannot wait to experience.

As we start to reflect back on year 2020, it will be remembered for so many things: moments of sadness and heartache, of shock and surprise, of heroism and possibility, things slowing and stopping, things beginning and dramatically accelerating. One of the truly beautiful elements of life is that we get to choose how we see, experience, feel and interpret the events around us. We can choose to live in a world framed by scarcity and fear, or

to leap forward, surrounded by love and abundance.

There are already so many stories, and the year isn’t over, but I believe that one of the greatest, most important and still untold stories of 2020 is that this year would not have been possible without you. An enormous debt of gratitude needs to be laid at the feet of the world’s IT Operations teams, infrastructure and data center management teams, help desk teams, cyber command center teams, threat hunting teams, applications management teams, DevOps and SRE teams, programmers, support staff. So many millions of you have worked tirelessly and selflessly to ensure there are critical online infrastructure, not only scaled and performed, but scarcely missed a beat.

For context, let’s look at this year. In 2020, we all saw an explosion in the use of our critical technical infrastructure in every corner of the globe. We saw a

70% increase in internet use. Hard to picture, so for context, there’s 140,000 miles of railroad track laid across the United States. That’s the equivalent of adding an additional 98,000 miles of track in a matter of weeks.

There was a 76% increase in e-commerce. As a result, we saw Amazon scale its workforce to over one million; and Walmart, in less than one year, hired more than 400,000 associates. 42% of the US labor force is now working from home, up from 5% last year. And there was five times increase in buyer activity for web and video conferencing technology, five times. For example, we’ve seen Zoom usage grow from 10 million meeting participants each day to over 300 million.

It is a miracle the internet didn’t go down. It’s a miracle that the cloud didn’t vaporize under this pressure. How is it possible that at a time of the greatest change in modern history, our

technology scaled like never before? How is it possible that in the face of unprecedented cybersecurity threats, our major institutions and small businesses alike have been able to do business digitally? How is it possible that entire industries have been able to create new ways of doing business and completely reimaged their supply chains, almost overnight?

One word... Data. Data is the foundational capability that allowed all of you to pull off the impossible. Data provides the insights, the nuances, the truths that are necessary for you, our heroes, to perform your magic. As the world vaults forward because of technology, it's irrefutable that the Data Age has arrived. And you are the data heroes, on the front lines of the greatest challenge ever faced by any industry, heroes like Eric Yuan, CEO of Zoom. When the pandemic turned life upside down, the world turned to Zoom to stay connected. I sat down with Eric to talk about Zoom's meteoric rise, his perspective on thriving in the Data Age and how they're teaming up with Splunk to turn data into action, to deliver connectivity and happiness securely. Check out the discussion a little bit later today.

Heroes like Lanita Colette, deputy CIO and CISO at the University of Arizona. Lanita and team helped students thrive in a fully remote environment. And now, they're bringing students back to campus with an innovative and data-driven approach to keeping U of A's 45,000 students safe and healthy while back on campus.

And heroes like Charlie Crocker and Jeff Saunders of Zonehaven. Last year, they received funding from Splunk Ventures \$50 million Social Impact Fund. And this year, their fire-tracking capabilities have been helping residents around Northern California get the latest details in the state's wildfires, providing real-time data on fast-moving flames and available evacuation routes.

From the bottom of my heart, I want to thank you. Thank you for your courage, your commitment, your

skills, and your ability to produce massive data outcomes at a time when our country and the world needed you the most. You are the data heroes who have kept our systems running and scaling, while driving the biggest change in the way we work and live in history. And Splunk is right there with you, every step of the way.

In this Data Age, our mission is to make sure that you not only survive, but that you thrive. We want to help you drive better outcomes faster, and live healthier and more prosperous and productive lives by removing the barriers between data and action. To us it's clear, the people and organizations who can act decisively on their data are going to succeed, and those who don't will quickly fade.

In order to achieve this mission, we have completely re-imagined everything about our organization and our technology to better serve you and your evolving needs. As CEO, I have dedicated all of my energy and time to ensure that there is nothing too sacred to be reinvented and no change to bold that it can't be considered. If there's one thing you take away from today is that we are not the Splunk of 10, five, or even two years ago.

Our relentless focus on your success has resulted in three essential transformations. Number one, becoming a world-class cloud provider; number two, delivering the world's first Data-to-Everything Platform; and three, re-imagining our business fundamentals.

Let's start with becoming a world-class cloud provider. Moving to the Splunk cloud gives you a ton of impact, faster time to value, greater business continuity, accelerated rate of innovation through faster releases, and tailored machine learning insights that are gathered from you, our customer base. Ultimately, our cloud delivers a better experience with less complexity.

So, how do we get here? For many years now, we have been re-architecting our entire portfolio to deliver a cloud-native experience. And we learned from legacy SaaS multi-tenant

systems and realized that we needed to take a different approach to the high compute workloads that you need to execute and deliver.

Let me just give you a few examples of our innovations. We've separated storage and compute, and delivered an awesome capability that we call Smart Store. We've moved our indexers to be stateless, delivering high volume ingests in the cloud with the ability to auto scale to variable workloads. We delivered SPL2, which is a complete rebuild of our query language to allow organizations to cooperate with other popular languages, increase performance, and make it simpler and easier to learn and use. We've built a highly elastic stream engine to separate data ingest from data search and analytical workloads. And to give you even more choice, we've also expanded our strategic partnerships with cloud providers like AWS and Google Cloud.

We are clearly here for the duration as your partner in the critically important arena of turning data into doing. Let me give you some context on how strong we are in this landscape. If we use the preferred metric for cloud software, annual recurring revenue or ARR, Splunk is growing faster, much faster, than the household name cloud software players when they were at our stage. At the end of Q2, for example, with our ARR just short of 2 billion, Splunk grew at 50% year-over-year. That was our seventh quarter of at least 50% growth. What does that mean? That means that Splunk is growing faster than Service Now at \$2 billion, faster than Salesforce at \$2 billion, faster than Workday at \$2 billion. Why is this important? Because we know that when you make a commitment to a vendor that is helping you extract value from one of your most precious and important assets, your data, you want to be sure that we will be there as your strategic partner for the long term. When it comes to data, we would all prefer to make a safe, smart, and long lasting investment.

And how is our cloud performing? First of all, we crossed a big milestone

in Q2. This was the first quarter where cloud delivered more than 50% of our total bookings. And our cloud growth that quarter came in at 89% year-over-year, which was an acceleration from an already set of incredibly impressive quarters of growth.

What is Splunk cloud growth versus comparable cloud companies? We look at the top 10 public cloud companies with under \$1 billion in ARR. Their average growth that same quarter was 48% versus our 89%. And for one more fun fact, that 89% growth was the highest growth number of any of the top 10. We've all seen so many technology companies get disrupted by a new cloud entrant. At Splunk, we decided that our cloud disruptor would be Splunk. And this growth would not have been possible without you.

Beyond cloud, we heard you when you asked for new solutions to solve the challenges that come with the huge increases in the volume and velocity of data, which drove us to our second transformation: delivering the world's first and only Data-to-Everything Platform. Our highly scalable index is incredibly powerful for many types of data challenges, but we needed to push beyond it. We needed to bring our capabilities to where your data lives and give you full control and visibility over your entire data landscape to help you solve all of your problems.

So we dove into building our Data-to-Everything Platform to meet your expansive and heterogeneous data needs by bringing together our scalable index with a set of the most powerful capabilities in the market. Stream processing brings Splunk to all your machine generated data and in real-time. Machine learning makes the platform easier to deploy and operate, delivers powerful out-of-the-box analytics and extends analytics to solve your most complex use cases. Federated search and analytics runs deep search and delivers insightful analysis against all of your data, whatever its stage, state, or location. And collaboration and orchestration turns insights into doing to create a hugely efficient and effective team of data heroes.

It is awesome to have such a powerful platform, but we know what you really want are specific solutions to problems. The massive expansion of our Data-to-Everything Platform and the advances to the capabilities in our platform are ultimately there to power our world-class solutions, as well as allow you to create your own solutions. This is the tooling that you need to turn data into action.

The three solution areas that we focus on here at Splunk are security, IT, and observability. Our solutions accelerate time to value and enable vertical specific capabilities. And they're built for the enterprise-grade customer with a feature set required to address the complex requirements of modern enterprises.

So let's start with our newest area of focus and investment, observability. Our world is evolving at a rapid pace, especially with the massive acceleration in e-commerce, internet usage, and remote work. Delivering high quality and reliable digital experiences matters more now than ever before. You told us that the way your teams are building, deploying, managing, and optimizing applications and environments has changed. You are now faced with the challenge of monitoring and managing systems across complex hybrid cloud and multicloud environments. You're modernizing applications by converting monoliths into distributed architectures. You're also building new applications using containers, Kubernetes, microservices, and server-less functions to rapidly scale and accelerate time to production. And since these technologies spin up and spin down in seconds, and many are no longer under your direct control, you are challenged with monitoring performance, managing usage and controlling costs. You said you needed a new approach. And as you'll hear from Tim and Sendur later today, that is why we've made massive investments to expand our portfolio to include observability.

If you couldn't tell, I am really excited about this new portfolio. It brings together our best in class solutions, cloud

infrastructure monitoring, application performance monitoring, and incident response, as well as adding in some things you haven't heard about from us yet: digital experience monitoring and purpose-built log investigation into a tightly integrated suite of products.

One of my favorite parts about this portfolio is that it delivers a single, consistent user experience powered by our sleek and modern UI that so many of you have come to love. By combining our products under a common user experience, we're able to give you a simple and seamless workflow across monitoring, troubleshooting, and investigation, making it easy to go from problem detection to resolution in minutes, no matter how complex the problem is. The portfolio also leverages our industry leading no sample streaming, full fidelity ingestion, and sophisticated ML capabilities to collect and correlate across all of your metric trace and logged data, all in real-time and at any scale. I know that's a mouthful, but it is worth repeating: No sample streaming, full fidelity ingestion, and completely differentiated ML. As you'd expect, we use all this capability to automatically surface actionable insights. So you can avoid the manual data stitching and finally see everything in one place.

Swivel chair operations are a thing of the past. We're also embracing open standards and standardizing data collection on OpenTelemetry. For those of you that don't know, OpenTelemetry is the most active CNCF project behind Kubernetes. It has support from other industry leaders like Google and Microsoft, and is absolutely critical to all of you to allow you to avoid vendor lock-in. You need openness and democratization of your data. As co-founders of OpenTelemetry, we are 100% committed to it and have been the most active contributor to the project over the past year. All of these products and capabilities are designed to help you maintain the highest level of business performance, minimize your downtime, and deliver a world class digital experience.

And the best part is that they're all available to you from one place. I told you, this is not the Splunk of yesterday, and the market is taking notice. In our very first year in the DevOps and observability space, Gartner rated us as a visionary in their magic quadrant for application performance monitoring. That is an incredible showing in such a short period of time. And it's a testament to the team that was brought together to deliver the only offering in this space that is capable of scaling up to meet the needs of large enterprises. You'll hear Tim dive deeper into our industry leading capabilities and Sendur talk about our new observability products. So stay tuned for all of our keynotes. Also, be sure to check out our observability Super Session and DevOps breakout sessions.

Observability is mission critical to help your applications teams deliver the velocity and quality that's needed to digitally transform your business. However, we all know that performance is not enough. So many of you out there have the incredibly challenging job of keeping our critical systems secure. As hard as this task has been over the years, doing this as your companies accelerate the digital transformation and deal with a chaotic landscape of intermixing public clouds and private data centers only makes it harder. The bar has never been higher for everyone as security teams contend with the complexities and vulnerabilities of this landscape. Splunk has been an unwavering partner to the world of security teams, working with you constantly to push the boundaries on capability and scale.

Our industry leading security portfolio was built to meet your highly demanding needs. And it's there for you as you take on the difficult tasks of modernizing your security operations, strengthening cyber defenses and reducing your exposure to risk. It truly is the most comprehensive and performant security portfolio in the industry, covering investigation and forensics, SIEM and security analytics, automation and orchestration,

security incident response, and unified security operations. Now, these are all critical functional capabilities, but when it comes to contextualizing your threats in security, there is absolutely no substitute for scale. To stay ahead of adversaries, it is beyond imperative that you have a solution that is able to handle the high data volume and continuous interrogation analysis that your cyber teams need. This is one more area where our unmatched scale in the cloud and the breadth of our ecosystem will help you stay nimble against your operating realities.

And for the seventh year in a row, Gartner has named Splunk, a leader in the SIEM magic quadrant. And once again, according to Gartner, Splunk was the number one in SIEM Market Share. Taken together, the two leadership rankings are powerful validation of our team's work. And to top it off this week, thousands of you have participated in Boss of the SOC. I love that event, the enthusiasm in the community is truly infectious. So, tune into Sendur's keynote, as well as her security Super Session for more details and the advances we're making across our entire security portfolio. Our teams are obsessed with helping you successfully and securely get to the cloud and unify your security operations, while you deliver increased productivity and efficiency back to your organizations. Alongside the emergence of observability and the increasing pressures in the security landscape, the move to cloud is forcing IT to support more high visibility services and manage increasingly complex heterogeneous environments. And the landscape brought on by this pandemic has only added to the complexity. First, you now have been asked to support a remote workforce. That means you're delivering and supporting services in a different way to ensure workforce productivity. You need the right data to support your employees and collaborate across your teams. Second, critical systems are under tremendous stress. That means even core services powered by ERP systems have had to meet new demanding requirements. Many are in the middle

of moving to the cloud and need to be monitored end-to-end as they make this journey. Finally, you have to do more with less. With the increased scrutiny around spend and ROI, that is a challenge. It means even greater need to make sure that you tie IT performance to tangible, business outcomes.

Splunk gives you the agility, the speed, the visibility to protect your business critical services, no matter how complex or convoluted your environment. We bring cloud and on-premise environments together, adding AI and ML to your decision-making and actions to give you the technical detail for this service and business KPIs that your users hold you accountable for. Our solutions have been ahead of the curve with our analytics driven approach, allowing you to automate tasks, increase visibility and prevent performance degradations. As validation, IDC recently ranked us as number one in IT Operations Management and Gartner recently ranked us number one in the ITOM Performance Analysis Market, which includes AIOps, IT infrastructure monitoring, and IT Operations management. Our best in class IT portfolios made us the clear choice for so many NOCs and IT teams the globe, and we are continuing to push the boundaries of what's possible. To learn more, please join Sendur's keynote. It's a popular one, as well as our IT Super Session.

Okay. Two massive technology transformations. That might seem like more than enough for anyone to take on. But, we knew there was still more that we could do and actually that we needed to do. A transformation in the cloud demands much more of a company than a technological shift and reimagining of the product roadmap and portfolio. It also demands a complete overhaul of the business fundamentals to ensure we're innovating to deliver superior customer experience and alignment. So, with superior customer experience at the tip of the spear, our most urgent and important change was to augment our pricing model. One constant that I've heard from you, day

in and day out, is that data ingestion based pricing is a barrier. You've told me that you love our technology and the almost serendipitous insights and aha moments that come with playing with data and experimenting with data, and putting a meter on data slows the momentum and the value that comes from Splunk. Which is why we have shifted our preferred approach to workload pricing.

This change is designed to help you pay for the value you get out of your data, not the volume you put in. We've also created and invested in a world class customer success team, who among other things is dedicated to helping you tap the collective knowledge of our ecosystem through tools, best practices, and soon, in-product guidance. We have dubbed this new capability, Splunk Lantern. Lantern will give you real-time, in-product, proactive help. And recommendations, so you can more quickly and more effectively achieve your outcomes. Our customer success team is taking a holistic approach, working to stitch together a seamless experience from pre-sales, to implementation, to support, to your outcomes, to help you get the best of Splunk and deliver on your needed ROI faster. So, don't miss our customer success keynote, where you hear more about the innovations this team is driving to connect your buying experience to your end-to-end journey.

We've also built a rich ecosystem to support you on your journey, including experts here at Splunk, incredible part-

nerships and a community with over 200,000 members, all actively sharing ideas and solutions. We've welcomed new partnerships like Google Cloud. We've launched new solutions, including Splunk Service Intelligence for SAP solutions. And we've expanded our relationships with partners who can help turn data into action faster than ever. Our Splunk partner ecosystem is 2,000 partners strong. And many of you, our valued customers, work closely with partners who provide you Splunk services, hosting, and solutions to solve your most pressing data challenges. In fact, almost a quarter of our .conf attendees are partners. Hopefully it's come through that Splunk is obsessed with customer success and to serve you better, we relentlessly innovating.

As a company, we focus on solving the challenges of today, while building the tools and technology that we all need for tomorrow. We are delivering the world's best security, IT and observability portfolios while investing in our Data-to-Everything Platform, so we can power data solutions for a future where every single part of your business can act on their data in real-time. This is an ambitious charter, but one that follows in the footsteps of other visionary companies. Who would have believed that you could start by building one of the world's best performing cars with the ultimate goal of re-imagining global transportation and battery production? Or begin by building the world's largest bookstore while on the path through re-imagining

shopping and supply chains for every single product in the world?

2020 has been a year of unexpected changes and challenges. My hope, my expectation, is that we will choose to face this time with a growth mindset and reinvent and reimagine our companies and our own lives, for the better. If you look back historically, the vast majority of impactful innovations have come during the greatest times of adversity. The future will tell us if we rose to this challenge or not. However, what we do know is that in 2020, data became an essential service and IT professionals became data heroes. In 2020, our industry was called, and together we are answering that call like no other industry at any time in the past. Together, the women and men in the IT world, right now, are driving the biggest change in the way human beings work and live in history. At massive scale, in the face of unrelenting security and availability risk, our industry is rising up to meet and surpass the demands of this incredibly tumultuous time. Our industry is tackling things that people did not think were possible, transforming them into doable and solidifying them as dependable. There has never been a more semiole time. We will remember these days for the rest of our days.

In conclusion, I want to thank you once again from the bottom of my heart. Thank you for including Splunk. Thank you for partnering with us. And most importantly, thank you for being data heroes.

# WINNER: STATE-OF-THE-INSTITUTION SPEECH

*“Selling Illinois”*

By Jayette Bolinski for Susana A. Mendoza,  
Illinois State Comptroller



Delivered virtually to the Illinois Realtors  
Public Policy Forum, September 16, 2020

Good afternoon! It’s wonderful to be here today with all of you for the Illinois Realtors Public Policy Forum.

Thank you for inviting me to tell you a little about my job and what I view as the “state of the state.”

I want to start by posing a question to each of you. If Illinois was a piece of property and it was your job to sell it, what would you say about it?

I ask because I was struck recently thinking about the similarities between what realtors do and what I do as a statewide elected official in Illinois.

We look for the positives.

Realtors identify the appealing aspects of a property and play them up—the open floor plans, the finished basements, the big back yards. And, of course, the location. People want good schools and easy access to jobs and entertainment.

It can be a little tougher to sell an older home that’s been well-loved but well-worn through the years—a home that now needs some elbow grease and TLC.

Illinois is kind of like that older home. It’s been here a long time, it has some problems, and it needs updates. But its bones are sturdy, it’s in a fantastic location, and it has charm and a lot of potential.

Speaking of positive attributes, here’s an interesting fact for you: Did you know that if Illinois was its own country, it would be the 22nd largest economy in the world? We have a huge economy—larger than Saudi Arabia, Turkey, or Poland. It’s pretty cool.

You know, our last governor was not much of a salesman for Illinois.

For one thing, he stopped investing in many of the things that make Illinois attractive: our colleges and universities, our rural communities, our transporta-

tion network, and our health care and human service providers.

Governor Rauner really caused reputational crisis for this state. His two-year budget standoff with lawmakers was expensive and unnecessary—and it made Illinois a national spectacle.

Because of all that, some businesses opted not to move their operations here, families decided to send their college students out of state for an education, and we lost doctors and medical specialists who no longer wanted to deal with the financial uncertainty.

Now...the Rauner years may seem like ancient history. But, actually, he left behind some very real challenges that will take us years to overcome.

I believe it’s part of my job as the state comptroller to, yes, be realistic and transparent about Illinois’ problems—but also to highlight what a tremendous amount Illinois has to offer citizens and employers.



So let’s start with realistic and transparent.

Earlier this year, things were looking up for Illinois. By “looking up,” I mean we could finally see some light between the trees.

We were making headway in paying down the state’s backlog of unpaid bills. We were investing in schools and higher education again.

We were looking forward to Rebuild Illinois—the new statewide construction program that would pump money into the economy and put people to work.

And Governor Pritzker enacted a consolidation of state pension funds.

But then, wham, a deadly global pandemic came out of nowhere in mid-March and knocked us on our heels.

People stayed home, businesses shuttered, job sites went idle, unemployment skyrocketed, and our economy took a major hit.

Most important of all to remember is that more than 8,000 Illinoisans have died because of COVID-19.

Thankfully, Illinois is faring better than a lot of other states in terms of bending the curve of infections and hospitalizations.

This is due in large part to the leadership of our current governor and his administration.

And I’m so proud of the communities and citizens who are taking COVID-19 seriously and doing whatever they can to help stop the spread of the virus.

But when you look at the economic consequences of this pandemic, you’ll find there isn’t much difference between what Illinois is facing and what other states are facing.

Every state lost revenue, and every state is now bracing for budget shortfalls.

Why is that? Well, remember, a large portion of the country’s economy shut down for two months during the stay-at-home orders in April and May.

- Non-essential businesses and retailers closed.

- Restaurants, bars, theaters, and tourist sites closed.

- Convention business dried up, and hotels and casinos closed.

- Most people stopped going anywhere except to the grocery store, which means they weren’t filling up their gas tanks or booking flights.

All of these things generate revenue for the state and municipalities, allowing them to offer services to citizens. That revenue comes in the form of taxes on things like gasoline, goods and services, amusement, lodging, dining, and alcohol.

On top of this, unemployment shot up, which meant people had less money to spend.

And Illinois delayed the deadline for state income tax filings until July, meaning the revenue we typically would see in the spring came to us in the summer.

It's hard to be prepared for something like that, no matter what state you are.

Now...a large part of the economy has reopened, but things are not back to normal yet.

Unemployment is still a problem, and we don't know how long it's going to linger.

People are still cautious with their spending.

And for many of us with school-age children, we're now juggling remote work with remote learning. It's a stressful and exhausting time for everyone.

Clearly, state and local governments have reason to be concerned. COVID-19 disrupted our lives and the economy in ways we've never seen.

When lawmakers passed the 43-billion-dollar state budget in May, it was well known it included a five-to-six-billion-dollar shortfall. That's because Illinois cannot simply cut its way out of this extraordinary problem.

Slashing services during a pandemic would be immoral and would cost us more in the long run.

We have thousands of people suddenly needing state assistance for food, housing, employment, utilities, and other basic needs. Cutting programs and services would lead to more families, children, and seniors in crisis.

So let me be clear: States need federal help.

In Illinois, severe across-the-board cuts of 35% or more would basically erase everything we've done so far to repair the damage done during the Rauner years.

Universities and social services would suffer. Payments to places like hospitals, daycare centers, and small businesses would be delayed. We would no longer be able to see any light between the trees.

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So what is my office doing right now to help us get through this?

Well, until we know how bad things actually are, we're managing.

For now, the comptroller's office is still paying the state's bills. We're managing the state's cash flow every day and making payments that have the highest priority first. I always prioritize debt service, health care, education, human services and required pension payments.

We're also managing the state's debt.

Because we lost revenue during the pandemic, the state utilized a federal tool known as the Municipal Liquidity Facility.

This gave us access to below-market, low-interest funds that enabled my office to turn around more bills more quickly. It also saves taxpayers money by cutting the amount of late payment interest penalties the state has to pay on old bills.

Remember how I fought to refinance some of our state's costliest debt? Governor Rauner had run the state's backlog of unpaid bills up to almost 17 billion dollars, and state taxpayers were paying as much as 12% interest a year on that.

I traveled the state making the argument that if you could refinance your mortgage down from 12% to 3.5%, you'd be a fool not to take that deal.

So we brought our backlog down to about \$8 billion. This saved taxpayers 4 to 6 billion dollars in what would've been guaranteed late payment interest penalties over the life of the bond issue.

I would think that if anyone can appreciate the benefits of restructuring debt, it would be the people in this audience today.

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Now, all of this adds up to a lot of uncertainty at the moment. And unfortunately, there's potentially more bad news coming our way later this year and next. I don't have a crystal ball, so I can't say for sure.

So let's talk about what Illinois is doing right—our positives.

We have a governor who cares about this state and is doing an exceptional job of leading during a pandemic and potentially the worst economic crisis since the Depression.

We've got major construction projects underway now, thanks to Rebuild Illinois.

At the moment, this includes things like a sewer line replacement in Beardstown along the Illinois River, wastewater system improvements for Harvard in McHenry County, playground improvements throughout the Chicago Park District, and road resurfacing projects in Decatur, Peoria, and Champaign.

You might not know this, but construction jobs were labeled essential so that, when safe to do so, projects like these could continue in the summer. That kept thousands of workers employed in the worst of times. So, yes, things could be a lot worse.

We're investing in higher education again, and fall enrollment is up at several of our public universities. Larger enrollment means more tuition and fees, which should help universities better position themselves to weather the economic effects of COVID-19.

Speaking of universities, when you have time, check out what the University of Illinois and Southern Illinois University have been doing to help eradicate COVID-19. They are truly on the frontlines of understanding and controlling the virus.

Researchers at the U of I developed a saliva test to replace the dreaded nasal swab. This new test has been called a potential game changer.

And just this week, researchers at SIU received a grant to sequence and analyze COVID-19 genomes. The information they gather will help scientists better understand the origins of the virus and how it spreads.

This is amazing research happening right here in Illinois. Our universities are hot beds of creativity and innovation. We need to celebrate that and invest in it.



You have a comptroller who goes out of her way to be a voice of calm and reassurance for investors in Illinois and the bond rating agencies.

As long as I am here, as I said earlier, this state will prioritize debt service and required pension payments, which credit rating agencies specifically focus on in rating the state's credit-worthiness.

Because of this, Illinois remains a sound investment.

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As I wrap up, I want to leave you with this.

Illinois has challenges. We have had our share of problems, many of them

self-inflicted. Show me a state that doesn't have problems.

But let's be clear: COVID-19 is not Illinois' fault. Nor is it the fault of any of the other 49 states that are now in the same boat that we're in. COVID-19 knows no boundaries, and no one was prepared for what happened.

Federal dollars will be the key to managing this hardship in the least painful way possible. We're not looking for a bailout; we're asking for a lifeline from our federal partners.

What the people of Illinois are going to need more than ever when we emerge from this pandemic is stability and predictability. Federal assistance will be a vital part of providing that.

Don't forget that donor states like Illinois have been subsidizing dependent states for years with the money we send to Washington. It's time for us to get a little of that money back now, when we need it more than ever.

I hope this helps you to better understand the plight we're in because of COVID-19, and I urge you to pick up the phone and call your congressional representatives to tell them you believe federal support for states is imperative. Your voice could make a difference.

Thank you so very much for your time and attention today. Please take care and be safe.

## WINNER: TED TALK / TEDX TALK

*"The Secret to Healing the World"*

Written and delivered by Shereese Floyd-Thompson,  
President, StoryMakers Consulting

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Delivered in Ocala, Florida, November 7, 2020

We are a house divided.  
Black. White.  
For. Against.  
Democrat. Republican.  
Pick your side but stay in your lane.  
There used to be a time when we couldn't even sit in this room together. Some would argue, we still can't. We seem to be farther apart than ever before.

In recent months, we have been hit with a health crisis followed by a heart crisis and those sequence of events have pushed us even farther apart.

Mask. No mask.

Us. Them.

Black Lives Matter. All Lives Matter.  
During this time, have you found yourself saying things like:

"I'll just stay in my bubble."

"This has nothing to do with me."

"This is not my problem."

Well, bubbles burst and world problems definitely have a way of expanding.

I am a We Are the World, Kumbaya girl. Remember Coca Cola's famed

song, "I'd like to teach the world to sing in perfect harmony?" I am the personification of that, even though I drink Pepsi.

I like people to get along. It's easy. Not messy. It's not complicated.

I like you. You like me. What's so hard about that?

But even as a Kumbaya girl, I've found myself divided, choosing a side.

A few years ago, my neighbor flagged me down as I came home from work. He was waiting for me on the grassy knoll of our cul de sac. Now up until this point, he and I had never shared more than a polite way or a perfunctory head nod. I didn't even know this man's name.

But on any given day, you could find him outside working on his house or his car in his perpetual jeans, gray tank top complete with the matching sweat stains. But on this day, he motions for me to come closer.

"I'm not trying to be funny,"

"Umm, hmm."

"I'm not trying to be funny," he repeats. "I'm going to put a battle flag in my yard."

Say what now? Oh, he means a Confederate flag

At this time, there were growing calls for Confederate monuments to come down because a white guy had just killed 9 black people in a South Carolina church.

"I'm only doing this because the government says that I can't," he defends.

My neighbor, he said a few more things. All I heard was whomp, whomp, whomp, whomp, whomp.

"It's your property. Do whatever you want, but thanks for telling me."

My husband and I are the only black family in the cul de sac and while I really did believe that he could do whatever he wanted on his property, the next day when I got up, opened my door and saw that flag flying in full grande across from my house.

OOO, He had just made it personal and I chose a side.

I chose black. I chose angry and I chose “those people.”

There are stories all around us of people who were divided but not separated.

Whether stories of race like civil rights activist, Ann Atwater and KKK leader, C.P. Ellis or even musician Darryl Davis, have you heard of this guy? He actually converts KKK leaders out of racism. These are people who’ve gotten over their deep racial divides to make change for us.

And what about the stories class and socioeconomics like journalist Steve Lopez and Nathaniel Ayers, a homeless musician they met on a LA street and their lives have been intertwined for decades—where Steve uses his influence to help Nathaniel with his mental illness and homelessness.

And there are stories of injustice with WNBA star Maya Moore and wrongfully convicted Jonathan Irons they met during a prison ministry and she spent years of her life fighting to overturn his conviction.

These are just a few tales of friendships and alliances that just don’t make any sense.

But each one of these people something different. They witnessed. They took the time to get beyond labels, titles, notions.

They made it personal and in that process, they became advocates, champions, allies.

But as human beings though, we like our positions. We like our divides. And while our position can be harder to move, our point of view can be influenced, swayed even.

A few months later, my neighbor flagged me down again, waiting for me on the grassy knoll of our cul de sac.

“Do you eat eggs?”

“Yes. I eat eggs.”

He hands me a carton.

“From my hens. “I have too many.”

And with that gesture, our polite waves and perfunctory head nods became conversation and my neighbor became Dave.

And yes, in case you are wondering Dave and I have had the conversations about slavery, Trump, Obama and 30-years worth of good neighborhood gossip. Y’all Dave has all the tea.

The world tells us that we should hate each other, but we don’t.

We’re different. We come from different worlds. We see the world through different experiences. But we can and we do live in peace together.

But y’all I ain’t naive. Dave and I we ain’t never gon’ run in the same circles nor vote the same interests.

We don’t really need to understand each other. That is not a requirement for life on the planet.

But I do believe the most sincere and vulnerable thing that we ask of each other as human beings is “Will you be a witness to my life?”

When we witness the lives of others, we break down barriers to start building a bridge. We actually support, educate and encourage each other for who we are, not who we are told the other should be.

And the goal of this bridge is not to get to the other side necessarily. That would be nearly impossible. The goal is to get to a place of respect where we can demolish old beliefs and build anew.

When we share our stories and give voice to our experiences, we carry each other within us. Our knowledge expands but our worlds get smaller. Because our eyes truly can’t see what our brain doesn’t know and when we

witness each other, we color in those stereotypes and characteristics to give depth and dimension and it is only then when the very foundation of our position starts to shift.

So pick a side, better yet . . . pick a middle.

Where red and blue become purple and black and white become one.

Think of all the things we can do together when you make it personal.

Because within the context of our lives, our hashtags and our mantras, we are simply pleading with each other, “See me because I matter. I matter. You matter.”

And a life that is not seen is a life that is not valued.

Help alleviate another person’s anguish by simply acknowledging their proof of life—their proof of existence.

To heal the world, we must become a witness.

And we can start that today.

I’d like you to turn to your neighbor and if you are watching this online just say the words out loud, but ask this very simple question: Will you be a witness to my life?

And now a house divided is blended.

And It’s ok if it’s messy. It’s ok if it’s complicated.

Because when you become a witness, you do so with the understanding that one day we will all be together on the bridge.

In the throes of change.

Not divided.

Not one-sided.

Just together.

Dedicated to keeping this bridge open for generations to come.

Because it really is true, we’ll make a better day just you and me.

That’s the song that I hear.

Let the world sing today.