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ATLANTA TRIBUNE

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Tribune: The Magazine. A diehard New York Mets and Jets fan, he lives in metro Atlanta with his wife and two kids.

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LOVE trumps HATE



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SEPTEMBER 2017
Vol. 31, No. 5

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ATLANTA TRIBUNE INTERNET EDITION

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DISTRIBUTION

Publication Marketing & Distribution
404.216.1476

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Atlanta Tribune,
Thank you for the contribution of the **Atlanta Tribune** July/Aug. issue to the Church of the Incarnation and the Get Ready for College Ministry. I attended the Who's Who In Black Atlanta networking event and the July/Aug. was in the gift bag. I looked and saw the article on scholarships and thought that a copy of the magazine would be a great addition to the material that we distribute for our Get Ready for College seminar.

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THE EDITOR'S VIEW



When I think about diversity in corporate America, the visual that I get is being in the lobby of an office high-rise having been invited but with no access up via the elevator. The actuality of such a scenario can be a daunting reality for African-American mid-level executives with their sights on the C-suite, except there is an entry point that many may be missing.

Since I was in elementary school, there has been a constant voice in my ear telling me my potential *and* guiding me along that trajectory. Not only did

my first mentor encourage me to be excellent in the pursuit of things I showed a propensity toward, Dr. Jo-Ann Lipford Sanders pulled me up higher. She noted strengths that I sometimes didn't recognize in myself and other times needed more confidence to develop; she seized every opportunity to help me increase my capacity. Whenever I have believed a specific "finish" the place to settle in, her query has always been: "what's next?" From encouraging me to pursue the executive director post of a Big Brothers Big Sister agency in Ohio directly after graduate school to inspiring me to add academia to my resume with an adjunct professor stint at Heidelberg University where she is dean of the School of Education and Counseling, and associate dean and director of the Graduate Counseling Program, Dr. Sanders has not only invited me to the table – she has actively groomed me to be able to substantiate my being there. This is mentoring 2.0.

When she was recently promoted from associate dean of Graduate Studies in Counseling, Lipford Sanders ushered a colleague – also an African-American woman – into the post she vacated. That's succession planning *and* diversity work in 2017.

This may be your experience, as well, with a mentor (or sponsor). But these stories are not plentiful enough at the highest levels of corporate America as we know African-American women made up just 1.5 percent of senior-level executives in the private sector in 2014. Today, there are no black women at the head of *Fortune* 500 companies.

In January 2017, Ursula Burns officially stepped down as the CEO of Xerox Corporation – having been the only African-American woman to have ever lead a *Fortune* 500 company. Shortly after, Sam's Club CEO Rosalind Brewer announced that she would leave her post as head of the Wal-Mart Stores-owned bulk retailer. Don Thompson retired as CEO of McDonald's in 2015. His and Burns's vacancies leave just four CEOs who are African-American in the *Fortune* 500.

There is work to be done across all sectors and in this issue, we go behind the scenes of how diversity through succession takes place in **Heir Apparent**, pg. 27. **AT**



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The 17th Edition of Who's Who In Black Atlanta was unveiled in July at the Atlanta Marriott Marquis. A subsidiary of Real Times Media, Who's Who Publishing was founded in 1989 and continues to make history throughout America with publications that document, recognize and celebrate African-American achievements.





DR. ROBERT NELSON JOINS SOUTHERN REGIONAL MEDICAL CENTER

Robert Nelson, M.D., orthopedic surgeon, has joined Southern Regional Medical Center in Riverdale, Ga. Board-certified by the American Board of Orthopedic Surgeons, Nelson is a fellow of the American Academy of Orthopedic Surgeons.

Since 1989, he has performed a wide-range of orthopedic surgical procedures and is adept at performing both general and specialized orthopedic surgical procedures, including but not limited to: total joint replacement of hip, knee and shoulders; arthroscopic repair of ACL and meniscus; arthroscopic repair of shoulder; endoscopic carpal tunnel release; rotator cuff repair; sports-related injuries; and open reduction of various fractures. Nelson is committed to staying knowledgeable of the latest trends in his field to provide his patients with clinical best practices and standards.

In addition to meeting his patient's medical needs, he has spent considerable time traveling abroad to East Africa and has been on medical missions to countries such as Kenya, Uganda, and Ethiopia. He is dedicated to helping patients recover from either injury or degenerative processes that have affected their livelihood or way of life.

Nelson is a graduate of the University of Illinois School of Medicine, and completed his surgical internship and orthopedic residency at Cook County Hospital, Chicago, Ill. He earned an undergraduate degree from Tennessee State University where he graduated with Honors.

Southern Regional Medical Center is a 331-bed full-service hospital owned by Prime Healthcare Services. A community hospital, Southern Regional first opened its doors in April 1971 to serve the residents of Riverdale, Ga., and the surrounding region. In 2016, the hospital became part of Prime Healthcare, and offers a complete line of services including: Acute Care for Elderly; Diagnostics; Emergency Services; Heart and Vascular; Imaging; Laboratory; Oncology; Orthopedics; Rehabilitation; Respiratory Care; Sleep Diagnostic Center; Stroke; Surgery; Weight Management and Surgical Weight Loss; and Women's Health and Maternity. The hospital is certified as an accredited Chest Pain Center, an Advanced Primary Stroke Center, and provides an American College of Surgeons Accredited Center for Metabolic and Bariatric Surgery. **AT**

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‘ACADEMIC BOOT CAMP’ HELPS UNDERGRADUATE SCHOLARS ON PATH TO PhD

By Kimber Williams *(Republished with the permission of Emory University)*

How do you grow a professor?

At Emory this summer, undergraduate scholars are finding out how it all begins through the UNCF/Mellon Summer Institute, also known as “academic boot camp” — an immersive four-week program designed to introduce students to life as an academic and sharpen their research skills.

The program also marks the formal point of entry into the Mellon Mays Undergraduate Fellowship Program (MMUF), the centerpiece of the Andrew W. Mellon Foundation’s initiatives intended to increase faculty diversity at colleges and universities.

In June, Emory hosted 31 MMUF fellows from the United Negro College Fund institutions across the nation and South Africa, including five rising juniors at Emory College of Arts and Sciences, in a rigorous living and learning environment.

Created by the late Emory professor Rudolph Byrd, the summer institute’s aim is to help grow the number of underrepresented minority scholars — and those dedicated to eradicating racial disparities — within the academy, says Dianne Stewart, associate professor of religious studies, who co-directs the MMUF program at Emory with Carol Anderson, Charles Howard Candler Professor and Chair of African American Studies in Emory College.

Since the MMUF program’s inception in 1988, a total of 716 Mellon Fellows from across the nation have earned PhDs, 106 of whom

began their journey at Emory’s summer institute. This fall, 20 MMUF scholars who participated in the summer institute will be enrolled in PhD programs. Emory’s MMUF program alone has produced seven PhD graduates so far.

Yet throughout the academy, the numbers remain strikingly low, Stewart notes.

According to a report by the National Center for Educational Statistics, in fall 2015, among full-time faculty at degree-granting postsecondary institutions, black males and females accounted for about 3 percent each; Hispanic males and females comprised about 2 percent; and American Indian/Alaskan natives made up less than 1 percent.

“Together, the three groups of concern are still under 10 percent,” Stewart says. “But we absolutely know when there are programs that offer mentorship, funding and support to assist students through the process of education, they can fly.”

Academic reality check

The summer institute offers an important reality check for exactly what the path to academic success will entail, Stewart explains.

Mellon fellows attend lectures and seminars on topics such as research design, preparing for graduate school, the art and philosophy of teaching, and achieving professional balance. They also engage in weekly writing critiques, creating a prospectus that forms the foundation for a two-year research project with faculty mentors. The month-long summer program concluded at the end of June with “micro-teaching” sessions for students to present their research, followed by a final banquet, which the students planned and hosted.

“We call it an ‘academic boot camp’ because we’re trying to provide a firm foundation for these students as they begin the first step in their journey of completing their undergraduate degrees as MMUF fellows and going on to graduate school to obtain their PhDs,” says Cynthia Neal Spence, associate professor of sociology at Spelman College and director of the UNCF/Mellon programs.

“We’re so pleased to be able to host a summer institute at Emory,” she adds. “It’s a major research university with wonderful library resources and we’re able to house everyone together, so our fellows know what it’s like to live in a community of scholars.”





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By helping forge a supportive intellectual community, the institute nurtures bonds across institutions and disciplines, says historian Leroy Davis, associate professor of African American studies in Emory College and UNCF/Mellon Summer Institute director.

He notes that under Byrd's early leadership, the UNCF/Mellon Summer Institute became a major component of Emory's Department of African American Studies research outreach initiatives.

"There is a camaraderie these students will experience this summer that will not be matched by any other organizational affiliation," he says. "The institute brings everyone together in a safe space to talk about a lot of issues they may not feel as comfortable talking about in other spaces."

Nurturing a passion for scholarship

When Camila Reed-Guevara arrived at Emory two years ago, she took an introduction to classics course on a whim. It proved to be a game-changer.

"I read 'The Iliad' for the first time," she recalls, "and saw all these connections with modern times that I have never really considered before, and thought, 'This is for me.'"

But becoming a professor?

"I hadn't thought a lot about academia as a profession," she says. "But I began to love my major so much that I thought 'I never want to finish this — I want to read and learn and teach.'"

Serving as a Mellon Fellow at Emory and attending the summer institute opened her eyes to that possibility. "They've shown us that it will be a long road, and it's not for the faint of heart, but I really do believe that education is one of the best ways to change society, and being on the front lines of education is one of the best ways to do that," she says.

Reed-Guevara especially appreciated a candid roundtable discussion amongst MMUF Fellows — including several Emory graduates — that explored experiences of completing doctoral dissertations, finding academic employment, navigating campus politics, and balancing the demands of personal and professional lives.

"It definitely cemented the idea that this is something you have to be dedicated to," she says. "But the people who are true heroes in our society are often those who've dedicated their lives to something. This is a way to dedicate my life to something that will be valuable."

And though the summer schedule has been demanding — they're in classes, seminars or work sessions about six hours a day — Reed-Guevara, who hails from Salt Lake City, Utah, says the time spent on a research prospectus has been invaluable.

"It will become my senior thesis," she says of her research into how the writings of the Roman philosopher Seneca the Younger inform modern education. In fact, Reed-Guevara now heads to Spain, where she will conduct archival research on the subject — travel funded through the MMUF program. "It's going to be really helpful to have started my research so early and to have so much writing done," she says.

Putting dreams within reach

For most of her life, Mawuko Kpodo planned to be a lawyer.

"Even as a child, that's what I would talk about," says Kpodo, whose friends call her "Momo." "It wasn't until I took my first anthropology class my first semester at Oxford College that I started thinking about what else was out there.

"As far as creating a world better than what I see around me now, I felt I could do more with my time and talents in the academy," she says. "I still may go to law school, but I love the Mellon program because it understands the value of voices that haven't been included, which bring a wealth of ideas and knowledge."

While Kpodo, a native of Ghana whose family lives in Loganville, Georgia, acknowledges the intensity of the summer institute, the Emory MMUF scholar finds something invigorating "about being with a group of peers so passionate about the scholarship they are doing."

Inspired by a memoir course that she took with Oxford College lecturer Stacy Bell, herself a 1987 Oxford graduate, Kpodo has chosen to research issues of incarcerated women.

Working from philosopher Michel Foucault's ideas about modern disciplinary societies and their power, she's now studying the ways social control is made evident in prison and is "tracing the lineage of those forces in larger society."

"My topic wasn't as complex when I first came into the program a few weeks ago," Kpodo laughs. "But now my research has so many different moving parts and theories — but in a good, complicated way.

"Before the program, I would try to imagine myself as an anthropology professor," she says. "But Mellon has made it real and made it possible, like it's not a pipe dream. And that's invaluable." **AT**



The Hyatt Regency Celebrates Five Decades of Inclusion

The Hyatt Regency brand recently celebrated its 50th anniversary with the launch of a new film titled, “Come Together.” The film celebrates bringing groups together to build community and share unique ideas, which is exactly what the Hyatt Regency brand has done over the past five decades.

“Come Together” is an extension of the recently launched World of Hyatt platform, which is built on a simple belief that a little understanding goes a long way and further underscores the incredible things that happen when groups come together.

Featuring spoken word artist Tarriona “Tank” Ball and directed by award-winning director Simon Benjamin, “Come Together” is inspired by the hotel brand’s rich history; in 1967, Hyatt Regency Atlanta was among the first hotels in the city to open its doors to civil rights leaders. Through her poetic spoken word style, Ball tells the Hyatt Regency brand’s story of understanding with grace and care, while encouraging people to come together to share their ideas and perspectives.

“Understanding and the power of collaboration have been part of our DNA for years and there are few brands that can speak to it as authentically as Hyatt Regency,” says Maryam Banikarim, global chief marketing officer for Hyatt. “We continue to be inspired by the events that happened at Hyatt Regency Atlanta 50 years ago and are very proud to create a film that celebrates when groups of people come together to foster understanding.”

“Sharing stories that inspire people to better understand each other is what my art is all about. Naturally, I was very excited to work with the Hyatt Regency brand on this project,” said Ball, winner of the 2017 NPR Tiny Desk Contest. “When we come together and allow our commonalities to supersede our differences, amazing things can happen.”

“It’s incredibly inspiring to learn how a brand has impacted history in a positive way,” Dave Weist, executive creative director for MullenLowe, adds. “The events that took place at Hyatt Regency Atlanta 50 years were brave, and today we have the opportunity to retell the story in a poignant and modern way through Tank’s powerful spoken word piece. Most importantly, it captures the essence of World of Hyatt and its mission to foster a world of understanding and inclusion.”

“Come Together” film debuted in August and features exclusive interviews with Ball and Xernona Clayton, a civil rights leader who was in attendance at the 11th annual session of the Southern Christian Leadership Conference at Hyatt Regency Atlanta 50 years ago. See the film at hyatt.com/understanding. **AT**



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Tax Implications of Crowdfunding

Crowdfunding websites such as Kickstarter, GoFundMe, Indiegogo, and Lending Club have become increasingly popular for both individual fundraising and small business owners looking for start-up capital or funding for creative ventures. The upside is that it's often possible to raise the cash you need, but the downside is that the IRS might consider that money taxable income. Here's what you need to know.

What is Crowdfunding?

Crowdfunding is the practice of funding a project by gathering contributions online from a large group of backers. Initially used by musicians, filmmakers, and other creative types to raise small sums of money for projects that were unlikely to turn a profit, now it is used to fund a variety of projects, events, and products – and has even become an alternative to venture capital for some.

Are the Funds I Receive Taxable?

All income you receive, regardless of the source, is considered taxable income in the eyes of the IRS –and that includes crowdfunding dollars.

Say you develop a prototype for a product that looks promising. You run a Kickstarter campaign to raise additional funding, setting a goal of \$15,000 and offer a small gift in the form of a t-shirt, cup with a logo or a bumper sticker to your donors.

Your campaign is more successful than you anticipated it would be and you raise \$35,000 – more than twice your goal. The IRS might view your crowdfunding campaign as a:

Taxable sale. Because you offered something (a gift or reward) in return for a payment pledge it is considered a sale. As such, it may be subject to sales and use tax.

Taxable income. Since you raised \$35,000, that amount is considered taxable income. But even if you only raised \$15,000 and offered no gift, the \$15,000 is still considered taxable income and should be reported as such on your tax return – even though you did not receive a Form 1099-K from a third-party payment processor.

Generally, crowdfunding revenues are included in income as long as they are not:

- Loans that must be repaid;
- Capital contributed to an entity in exchange for an equity interest in the entity; or
- Gifts made out of detached generosity and without any “quid pro quo.” However, a voluntary transfer without a “quid pro quo” isn't necessarily a gift for federal income tax purposes;
- Income offset by business expenses. You may not owe taxes however, if your crowdfunding campaign is deemed a trade or active business (not a hobby) in that your business expenses might offset your tax liability.

Timing of the crowdfunding campaign, receipt of funds, and when expenses are incurred also affect whether business expenses will offset taxable income in a given tax year. For instance, if your crowdfunding campaign ends in October but the project is delayed until January of the following year it is likely that there will be few business expenses to offset the income received from the crowdfunding campaign since most expenses are incurred during or after project completion. As such, you would not be able to offset any income from funds raised during your crowdfunding campaign in one tax year with business expenses incurred the following tax year.

How do I Report Funds on my Tax Return?

Companies that issue third party payment transactions (e.g. Amazon if you use Kickstarter or PayPal if you use Indiegogo) are required to report payments that exceed a threshold amount of \$20,000 and 200 transactions to the IRS using Form 1099-K, *Payment Card and Third Party Network Transactions*.

These minimum reporting thresholds apply only to payments settled through a third-party network; there is no threshold for payment card transactions.

Form 1099-K includes the gross amount of all reportable payment transactions and is sent to the taxpayer by January 31 if payments were received during the prior calendar year. Include the amount found on your Form 1099-K when figuring your income on your tax return, generally, Schedule C, *Profit or Loss from Business* for most small business owners.

Don't Get Caught Short

If you're thinking of using crowdfunding to raise money for your small business startup or for a personal cause, consult a tax and accounting professional first.

Don't make the mistake of using all your crowdfunding dollars on your project and then discovering you owe tax and have no money with which to pay it. **AT**



Steve Julal is a principal with VAAS Professionals. He is a certified public accountant and a member of the Georgia Society of CPAs as well as the American Institute of Certified Public Accountants. Julal can be reached at 404.223.1058, or via e-mail at steve.julal@vaasprofessionals.com.



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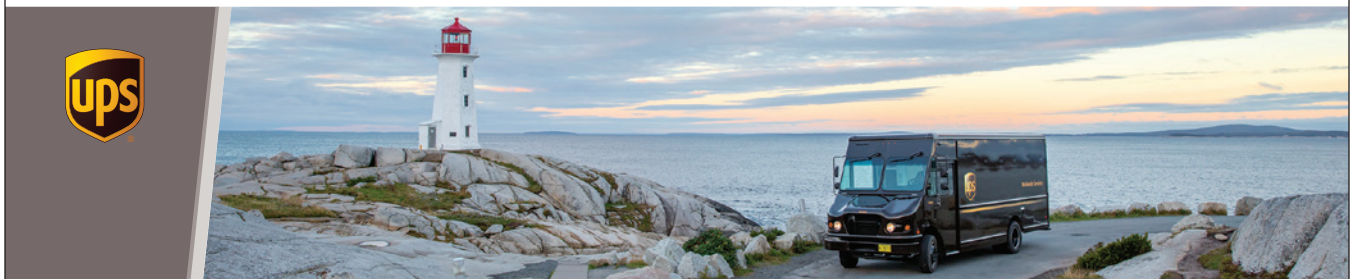
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SONJA NATASHA BROWN, ESQ.

*Inspired Servant*

Born and raised in Freeport, Bahamas, Sonja Natasha Brown, as a 9-year-old 4th grader, wrote a letter to the late 1970s Iran ruler Ayatollah Khomeini asking him to release the 52 Americans who had been held hostage after the U.S. Embassy in Tehran was taken over. It was during this time that she decided that she wanted to have a career that would allow her to help others and be a voice for those in need. A magna cum laude graduate of Clark

Atlanta University with a degree in Mass Media Arts – Radio/TV/Film, she made the decision to return to school – after working for five years in the telecommunications field, and earned her Juris Doctor from John Marshall Law School – Atlanta.

After honing her legal skills as a company staff counsel and then in criminal law as attorney with the Fulton County District Attorney's Office, she joined the DeKalb County Solicitor-General's Office five years ago. In January 2017, after serving as the County's only full-time community prosecutor, she was promoted to deputy chief assistant solicitor-general with responsibility for overseeing the Special Victims Unit and Community Outreach, and appointed by newly elected District Attorney Sherry Boston as the director of Community Affairs within the Office of the DeKalb County District Attorney. On social media, she is well-known for her inspiring posts spotlighting the good works of her female attorney peers — most of whom are active members of one of her favorite organizations, The Georgia Association of Black Women Attorneys.

1. Whose interests are you most motivated to protect as a lawyer? Why?

As a lawyer, I am most motivated to protect the interests of all crime victims. In particular, I want to continue to work to be a voice for those women, and young girls and boys, whose voices are silenced due to domestic, physical or sexual abuse and human trafficking.

2. Seeing and working with victims of child abuse, sexual abuse, and domestic violence is heroic, but I imagine also taxing. In light of this, how do you maintain such a positive attitude about your practice and life generally?

This is the easiest question for me to answer. Simply, it is my faith that keeps me grounded. I have bad days (some really bad ones) just like everyone else, but I have a peace and joy in knowing that whatever is happening, or whatever I am experiencing, is a lesson from which I can learn and grow, or share with others. Every day, I wake up simply happy to be alive, and my goal is to live my life in such a way that when I come into contact with someone, they will hopefully be better, because we came into contact with one another. The only way to do that, is to let your light shine. In the criminal justice system, you are most likely to come into contact with someone because they have a problem — they are either a victim or an offender. This work can expose you to the worst in mankind, but you also have an opportunity to see the best in others, as well. The work is emotionally taxing, and I cannot make anyone whole again after they have been violated as a crime victim, but there is so much joy in being able to assist someone with getting back to being as whole as possible.

3. I am a big reader of your social media posts profiling your successful African-American female lawyer peers. What motivated you to begin writing these profiles?

During Black History Month each year, I profile history makers based on a particular theme. My theme for 2017 was Black Women Attorneys in Georgia. As March approached, I realized that Women's History Month was set to begin, so I thought, "Why not continue the postings throughout March?" At some point during Women's History Month, I challenged myself to post for the remainder of the year, because Black Women's HerStory happens every day and should not be relegated to just a month or two. I am a true believer that "black girl magic" should be celebrated.

4. Describe Sonja Natasha Brown, Esq. in five words or less.

[A] woman of faith, hope and love. **AT**



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IS THIS THE WAY UP?

Insight into achieving diversity in the upper ranks.

By Kamille D. Whittaker



When asked by a fan on Twitter when Ava Duvernay would be wearing the director's hat again for the hit series "Queen Sugar" the screenwriter revealed that she will not be directing episodes of the OWN series "for a while" in an attempt to make space for other women who wish to step into the role and take lead.

"When I direct, it takes an episode away from a woman who could use it as a stepping stone," Duvernay wrote on her stance on creating room for more female directors as inequality continues to persist in the male-dominated film industry. "So, not for a while. We want more in the tribe."

In 2017, the Center for the Study of Women in Television & Film at San Diego State University released a study that revealed that the number of female directors has declined from 2015, with only 7 percent of the 250 top grossing films of 2016 being directed by women. This was a 2 percent decline from the previous year. The Center also found that women only made up 26 percent of television creators in roles like directing, writing, producing, and more; this is particularly bad because the same study also found that shows with at least one female creator had "higher percentages of female characters overall." Essentially, more women behind the camera meant more women, written with nuance and complexity, in front of it.

Duvernay's radical, post-diversity acts assume that perhaps the systems in place to promote diversity and inclusion in the workplace have atrophied beyond what's useful; and that — all things being equal — there are

always ways to take matters into your own hands – to groom talent and handpick your replacements to ensure continuity of legacy ... or a seat at the table.

The late Dr. Brenda Watts Jones was the first African-American president of Atlanta Technical College and she intentionally spoke life into who would become her successor – Dr. Alvetta Peterman Thomas. She was deliberate and intentional – specifically telling Thomas who was vice president of academic affairs prior to 2008 that she “would be president.” And the grooming ensued.

But not without groundwork – dissertation level preparation.

Thomas’ doctoral dissertation research was a qualitative case study of African-American women executive leaders in two-year colleges. Five African-American women directors of instruction from a two-year college system in the southeastern United States were interviewed to examine factors that contributed to their career succession experiences.

Of the three conclusions from the study findings, Thomas found that as an appendage to racism and sexism that’s evident throughout every facet of the career succession experience, said career succession experiences were leveraged by institutional and professional factors such as supervisory and institutional support for education and career development, mentoring, and restricted network opportunities. The impending leadership crisis presented an excellent opportunity to recruit and train the untapped human resource, African-American women, for future two-year college leadership.

“Two-year colleges have historically catered to diverse student populations. However, they have fallen short in promoting African Americans to executive leadership positions. Now is the time for two-year colleges to fully embrace diversity,” Thomas stated. “They should: 1) engage in open dialogue to bring manifestations of institutional racism and sexism to the forefront; 2) develop formal and informal programs to attract more African-American women for two-year college leadership opportunities and to support current African-American women executive leaders; 3) critically examine their recruitment and promotion procedures to eliminate practices that limit consideration of

African-American women; and 4) make a concerted effort to encourage leadership opportunities to African Americans beyond urban colleges with large African-American student populations.”

Dr. Victoria Seals, who stepped into the role as president of Atlanta Technical College when Thomas became president of Southern Crescent Technical College added to the literature on women in leadership and women’s career development. Her dissertation work identified and described the dimensions of support necessary for women to be successful in attaining executive leadership positions in community and technical colleges. Of the components perceived as influential in the career development of women in community and technical college leadership: guidance by senior leadership, by far, top billed.

The quality of the successor is just as important as the foresight, preparation and definitions of success of the predecessor.

First the question, ‘What does it mean to be a successful company or organizational head?’ must be asked. When you consider the profile of a “successful company” you typically think of financial performance, annual growth, valuation, acquisitions, public perception and profitability. In order to have a complete picture of what it means to be successful CEO, you cannot leave out your successor. You could have done an excellent job as CEO, but if you leave and the company tanks, your tenure was not successful. The point of successful and intentional succession planning is to create systems and company cultures to outlast you. A very successful transition to a new leader has to be a part of the



Alvetta
Peterman
Thomas



Sherry
Boston

CEO's thinking: Good onboarding, great tenure, strong successor.

Start by seeing who is ready within the organization and begin putting them in positions of impact and responsibility. This doesn't just apply for internal colleagues. If the person isn't already an employee, bring them in and get them working. Make them a senior level vice president, or bring them in on the board and get the board comfortable with your heir apparent.

Face time with the board of directors or an advisory body of consequence goes towards the end goal: To get someone, other than you, to organically come to the conclusion that your "pick" could be your successor without you necessarily spelling it out.

Unless it is a volatile ouster, the timeframe of the transition is dependent upon the company. A lengthy, but open and transparent process that floats conversations of impending transitions early quells uncertainty and insecurity.

For example, long before he died, Citizens Trust Bank's longtime president James Young was sure to handpick and groom his successor – Cynthia Day. Day started working with Young to succeed him in 2005 when she became executive vice president of management services. Under Young's guidance, she worked on all aspects of the bank including new

product development and an acquisition strategy. Seven years later, in February 2012, she was named president.

In other cases, the power of intentional suggestion is the catalyst for grooming.

When former DeKalb County Solicitor General and newly elected District Attorney Sherry Boston came out of law school, she went to work for a small firm comprised of all white males. "After a few years, I definitely was looking and craving to find someone that I could see myself in and in particular at that time, I was wanting to work with another female lawyer that was in my field. I was lucky enough to really be mentored by Brenda Joy "B.J." Bernstein, who was doing and is doing amazing work in the area of criminal law and I was inspired because doing criminal defense was very much a 'Boys Club' as are many areas of law, but that was the area I was in."

The push that she needed to continue came from Judge Shawn Ellen LaGrúa, current Superior Court Judge in Fulton County and former Solicitor General for DeKalb County.

"I can say it unequivocally, and I said it in my swearing in speech, I would not be district attorney were it not for her. Because she was the first person to really tell me, and encourage me, not just tell me, but encourage me, to seek the solicitor general position," says Boston. "LaGrúa had been solicitor general in DeKalb County before becoming a superior court judge in Fulton County, so she was intimately familiar with what the role was and she knew me. She was the first person to say, 'you know what Sherry, I know you think this is crazy, but I think this role is a really good fit for you. I think you'll love it and I think you'd be great at it.' That put me on this trajectory and she was the first person, pretty early on in my tenure as solicitor general to say, 'you're not done, I believe you're going to be the next DA of DeKalb County.' It was her mentorship of me that allowed me to see an opportunity that otherwise I probably had blinders on to, because we all need encouragement. And we all need someone outside of ourselves to sometimes see what we cannot see ... that we have the strength to do and passion to do when maybe you're thinking about something else and don't really see the value you can bring to another position. So I credit her with really seeing that for me,

and continuing to talk to me about pursuing the position.”

And though she has not picked her successor yet having only been in the role for eight months to date, she is inspired by the pipeline of young lawyers she is developing around her.

Indeed, there are risks and perils to naming a successor outrightly – such as the risk of a demotivated workforce when the chance of upward mobility is removed – if even temporarily. In these cases, Armando Iannuzzi, partner at Kestenberg Rabinowicz Partners LLP says to over communicate with existing employees. “Explain the plan in detail to your staff and provide a timeline as to when their new boss might assume control of the business. Reinforce the message that the search will be conducted in an objective manner. If you’re not willing to consider current employees, be prepared to explain why,” he says. “Remember that communication not only helps manage employee expectations and smooths potentially hurt feelings, but can also stem potential staff turnover if they feel the process isn’t being managed properly or fear the selection of a new

CEO for whom they might not want to work.”

Another potential obstacle – revealing to your respective industry your team MVP or your deep bench creates easy targets for competitive talent pool exposure and poaching.

But sometimes, you wind up the winner.

Case in point: Julie Dash who became the first African-American woman to have a wide theatrical release of her feature film when she broke through racial and gender boundaries 26 years ago with her Sundance award-winning film “Daughters of the Dust” joined Spelman College this fall as a distinguished professor of fine arts; and too, joins Duvernay as one of the growing cohort of directors she has tapped to direct “Queen Sugar” this season as her replacements.

Everybody wins. **AT**





Redefining Diversity and Inclusion

By: Leah S. McDaniel

Diversity is no longer a corporate buzzword. In the dramatically evolving culture of the United States today, the standard definition of “diversity” in reference to individuals is rarely enough, forcing society and the entities within it to go beyond what has, in the not-so-distant past, been considered a “norm.” And so change is happening, some organically and some by force; and corporations are having to evolve to keep up. The innovators get it and are expanding diversity initiatives to encompass inclusion efforts that break traditional molds. Here in Atlanta, several companies are changing the way their employees think about diversity and inclusion (D&I) and providing improved experiences from the top down. We took the time to speak with three who understand that better, as a business imperative, comes from the inside out.

FEDERAL RESERVE BANK OF ATLANTA

It is important to Chapelle Dabney Davis, vice president and chief diversity officer Federal Reserve Bank of Atlanta, that D&I reaches beyond the internal walls of the organization.

Since taking her new role in July 2017, Davis has worked to continue expanding efforts for the company, focusing on ways to enhance work with other D&I groups throughout the city of Atlanta to keep an eye on new practices as well as working internally. “We want our staff to know that diversity and inclusion are important to us; we also want to make sure the public has a good appreciation and that we are seen as a culturally competent organization leveraging differences for the best results.”

Prior to the Dodd-Frank Act of 2010, which established Offices of Women and Minority Inclusion at several federal agencies, Federal Reserve Bank of Atlanta had already been making strides in this area.

“We had a Diversity Advisory Council for a number of years comprised of staff that helped senior management get a feel for issues as they related to diversity and inclusion.”

Through this council, formal employee resource groups were established focusing on five key areas raised by staff, including leadership development, that have over 30 percent employee participation. Davis believes that D&I efforts should be constant and inclusive of education. As such, training occurs at both staff and senior management levels with a focus on topics like bias and privilege.

Most importantly, Federal Reserve Bank of Atlanta is putting its passion on paper, including specific D&I objectives in the bank’s strategic plan as well as management’s annual compensation metrics.

“It’s not to be taken for granted because the strategic plan speaks to what we’re doing and while we have jobs to do to fulfill the federal reserve bank system, how we go about doing that is also important.”

Externally, the bank has increased outreach through companies like Glassdoor and work with vendors to assess their strategies in diversifying their workforce.

THE HOME DEPOT

"Orange-blooded family" is a term that you may hear early on in your The Home Depot career and it perfectly sums up how ingrained and imperative diversity and inclusion is within the corporation's values.

"We say that we bleed orange," says Beatriz Rodriguez, chief diversity officer. "It's the spirit that once we put our apron on ... we belong to the same family; we are ruled by our values and we'll do anything to take care of each other and be passionate and committed to our customers."

D&I is in the fabric of what The Home Depot does daily by fostering a diverse and inclusive culture from their employees to their suppliers. Paramount is that the company listens to its employees to help create a culture where all will thrive. This is done most prominently through the "Voice of the Associate" survey, which is performed annually across all functions and locations and has helped The Home Depot to see increases in employee engagement.

"We can proudly say our employees seem more engaged than ever. Diversity and inclusion, and safety are tied for number one as the most favorable categories that our associates rate Home Depot in," Rodriguez shares.

The Home Depot also offers unique opportunities for learning through tuition reimbursement in nontraditional areas, like language skills and an Information Technology certification, as well as apprenticeship programs for external candidates from nontraditional schools.

In the future, Rodriguez hopes to make the D&I culture more reliant on the inclusion part of the equation.

"We are getting more diverse and with time, I feel diversity will take care of itself, but what we really need to do is augment a more inclusive environment to the company."

As such, she is working to find ways to simplify inclusion by building process improvements into existing practices. For example, the Atlanta-based retailer offers transgender benefits as a part of compensation packages. Additionally, Rodriguez is examining other ways to measure inclusion and include them in leadership metrics.

"I see it as my responsibility that [our leadership] is aware of those systems or unconscious biases that create obstacles that they haven't even realized are there. That's what I work towards, removing obstacles and creating a level playing field for everyone by just improving processes that we already have in place."

SOUTHERN COMPANY GAS

At Southern Company Gas, D&I goes beyond the simple demographics to efforts to make sure every employee knows their value. Randy Cobb, managing director Office of Diversity and Inclusion, stresses why both are important facets of the company's culture.

"We value diversity and inclusion," says Cobb. "D is the mix and inclusion is making the mix work. Diversity is more than just the outside things that we see, it's everything about us."

It is possible to have diversity without inclusion, though not the reverse. "Our philosophy is about including everyone. Value comes in when you have a voice at the table. It's very intentional that we have a mix, but more importantly their voice is at the table."

This voice comes across in different ways that include top-down and bottom-up strategies. One of the key tenets of the

company philosophy is making sure leaders understand and appreciate the D&I efforts. This is achieved through intentional tactics like the "Leadership Series," a sequence of dialogues that help leaders understand how micro messaging, messages sent through things leaders say and do, may impact employees. The company has also taken a popular format, TED Talks, and customized it to meet its D&I needs.

"The idea began with letting leaders use this as a platform to share their personal views on diversity and inclusion in a more relaxed environment, starting last June with our CEO's views on bringing your whole self to work and why it's important."

Each talk is 8-12 minutes and is followed by a moderated round table session for discussion. By taking this approach, Southern Company Gas is allowing employees to build a more personal connection with company leaders.

Employees are invited to attend lunch and learns on D&I topics, and join employee resource groups that are dedicated to driving employee engagement around shared interests across a variety of topics, including but not limited to gender, military service and millennials.

In the company's overall very operational, but supportive and creative environment, leadership is constantly challenging itself to find new and innovative ways to get things done. **AT**

"The goal we have is to try to strengthen the value of the employees in our organization, we want to leverage the talent and get the best from everyone while valuing the uniqueness that each employee brings."

HOW IMPORTANT ARE HIGHER LEARNING DIVERSITY OFFICERS?

By Donnell Suggs

Diversity plays a huge part in where one goes to college. In many cases, a choice of institution plays a large part in where and what one does for a living. A city as diverse as Atlanta can offer much in the way of a unique and multicultural college experience, that said, how important is a university diversity office? Does a diversity officer recruit students like college athletic coaches recruit student-athletes at inner city and suburban high schools? Do diversity officers sort through college applications from aspiring freshmen from all over the country? Probably not. The diversity officer's job is, at once, hard to describe while also very important to the student bodies they serve; equally as important as the librarian and the football coach, the professor and the resident assistant. The diversity officer essentially helps craft the cultural fabric of the institution.

How important is the college diversity officer? We are in the midst of finding out. At no period in the history of this country has the spotlight shone brighter on race relations than it is now. Taking nothing away from the civil rights movement, the national introduction of the Black Panther Party, the Black

Muslim movement and the presidency of Barack Hussein Obama, the power of television and the advent of social media embeds any and every racially motivated event in every home in the country. Despite that fact, the diversity gap in the workplace and in academia simultaneously widens and contracts — a duality that both makes America special, a beacon of hope for immigrants the world over, while also being a hypocrite on the world's stage.

From Corporate to Collegiate

The position of diversity officer has early roots in corporate America. "Education was a little behind," says Archie W. Ervin, Ph.D., vice president, Institute Diversity at the Georgia Institute of Technology. "The position of diversity officer has been around since the 1980's but for the last 15 years many institutions grapple with how to become supportive of a different clientele." That timeline is even shorter in regards to Georgia Tech, where Ervin was hired as the institution's inaugural vice president of Institute Diversity seven years ago. His role at one of the best engineering schools in the country,



arguably Atlanta's most notable university and the host site for the world's top athletes during the 1996 Summer Olympic Games, is clear. "The diversity officer's role provides strategic institutional leadership," said Ervin. "The officers help their respective institutions reflect a much more diverse America."

With the evolving multicultural world of academics shrinking, the role of diversity officers in college and universities is quickly reaching critical status. "It's a rapidly growing position and one of the newest roles in higher education," says Ervin.

Incoming

In October of 2016, Oliver Tomlin III, a senior partner in education and health care practices at Witt/Keiffer, an executive search firm in Atlanta, wrote "Role of Chief Diversity Officer Expanding on College Campuses" for DiverseEducation.com. In the piece, Tomlin highlights five principles necessary for a college or university president or search committee to follow when hiring a chief diversity officer: prioritizing, aligning the chief diversity officer's

responsibilities, clarifying the reporting structure, pledging the proper amount of support and resources for the incoming CDO upon hire, and not looking for a Messiah. "The CDO cannot fix the campus or undo years of ingrained patterns and policies," Tomlin says of the final principle.

Ervin agrees that the CDO position isn't an easy hire, but it is certainly a key hire for any institution. "We have to ensure that any artificial barriers on campus get dealt with," he says. "That includes the diversity of clientele, students, faculty and staff. There's a tremendous amount of research to make the climate more welcoming of the university environment."

In the same piece, Tomlin goes on to say, "Responsibilities include, at one end of the spectrum, recruiting and retention of students, staff, faculty, and leadership. This is the most transitioned part of the job, increasing the numbers of underrepresented individuals within the institution and ensuring a pipeline for the future." An example of who might be "underrepresented" can be clarified by the 4,627 colleges and universities currently in business within the United



HIGHER LEARNING DIVERSITY OFFICERS

States and the 30 percent of students at those institutions who are considered 'minorities' according to figures found on statista.com in 2014.

On September 8, 2016, the *New York Times* reported that 90 CDOs were hired at colleges and universities during the previous 18-month period. On that same day, an online story was written by David Frum for *The Atlantic* titled "Whose Interest Do College Diversity Officers Serve?" The dual pieces allow an insightful view behind the scenes of the position: Some find it quite necessary while others question who it serves. Has there ever been a question about the school librarian, even in an age where you have the entire Internet and its eternally long tentacles in the palm of your hand?

R.E.S.P.E.C.T.

The website payscale.com lists a chief diversity officer's salary at an average of \$116,693 per year. Salary.com has the average salary at a few thousand more at \$166,506. In other words, there are professors on respective campuses that have annual salaries that dwarf the person who directly affects the college or university's

physical and thereby religious, spiritual, racial makeup. There is an obvious need for educated men and women to teach classes; there is an equally necessary need for a diverse campus to better train students for what the real world resembles. "Diversity officers are nowhere near some of those other roles," adds Ervin in regards to the disparity in salary. "There has been a huge uptick in the amount of news coverage regarding diversity and gender equality, and college campuses have been involved."

A prime example could be what transpired at the University of Virginia in Charlottesville, Va. in mid-August involving white supremacist groups. Though it was, for a night and a day, ground zero for race relations in America, it now has returned to what will still be an overwhelmingly white institution. According to a piece by John S. Rosenberg for the website mindingthecampus.org, UVA accepted 294 of the 692 African-American applicants for the Class of 2020. That is an acceptance rate of 42.5 percent compared to 29.7 percent of white applicants. The number of white acceptees was 2,893 out of a possible 9,636.

The role of diversity officer has never been more important than right now. **AT**

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ATLANTA TURNS OUT FOR THE “WHO’S WHO IN BLACK ATLANTA” UNVEILING



Hank and Yvonne Thomas

The 17th Edition of “Who’s Who In Black Atlanta” was unveiled to a crowd of more than 600 at the Atlanta Marriott Marquis in July.

Founded in 1989, “Who’s Who In Black Atlanta” continues to be one of the most sought after recognitions among black Atlanta’s doers, thinkers, creators, and leaders, and powered by Real Times Media, the book is an opportunity to recognize them for making their respective mark on Atlanta and beyond. “‘Who’s Who’ is not the hook up,” said Real Times Media CEO Hiram Jackson, during the event. “You’ve got to do the work. When you see someone in these pages, they have done the work.”

The annual publication’s purpose is to not only celebrate the accomplishments of those featured, but to also pay homage to others who have blazed the trail and made outstanding contributions over the years and continue to make a positive impact in our community.

Emmy award winning journalist and anchor for CBS46 Vince Sims hosted the spirited evening where several pinnacle acknowledgments were bestowed including the Beacon Award to C. David Moody Jr., CEO of C.D. Moody Construction Company; Community Impact Award to the 100 Black Men of Atlanta, 100 Black Men of Metro North, 100 Black Men of Metro South and 100 Black Men of DeKalb; Innovator



Award to Rodney Sampson, partner, TechSquare Labs, and chairman & CEO, Opportunity Ecosystem; and the H. J. Russell Trailblazer Award to Curley Dossman Jr., president of the Georgia-Pacific Foundation.

Atlanta Mayor Kasim Reed, who was on-hand to celebrate the honorees, reflected on Who’s Who as a bright spot in his tenure as the city’s 59th mayor.

“It’s always rewarding to recognize the exemplars in the city of Atlanta, who make our hometown one of the unique cities in the world and the leading cities in the world,” said Reed. “You are the Atlanta I dreamed about as a boy.”

Real Times Media will host a variety of networking events planned to continually engage the Who’s Who audience and alumni, Lorraine Cochran-Johnson, “Who’s Who In Black Atlanta” associate publisher, said. “It is very important to me to harness the power present within this room tonight, to maximize relationships and provide opportunities to build your network and brand presence.”

Who’s Who in Black Atlanta event sponsors were MARTA, Cricket Wireless, The Atlanta Hawks, Georgia-Pacific, MACY’s, Georgia Power, Grady Health Systems, and Morehouse Healthcare. **AT**



Mayor Kasim Reed



Hiram Jackson, Pat Lottier, C.D. Moody, Lorraine Cochran-Johnson



Alexis Scott



Nzinga Shaw



Vince Smith



Rodney Sampson, Lorraine Cochran-Johnson



Rhonda Briggins

Hiram Jackson, Pat Lottier, Beverly Ferguson, Lorraine Cochran-Johnson



Maurice Calhoun, Todd Gray, John W. Hollins Jr.

Hiram Jackson, CEO, Real Times Media Inc.



Representatives from the 100 Black Men of Atlanta metro chapters





About the Author:

Brent Leary is a partner of CRM Essentials. He is co-author of "Barack 2.0: Social Media Lessons for Small Business." You can follow him on Twitter at twitter.com/brentleary

MORGAN CORNELIUS OF INSTAGRAM: Businesses Using Instagram Stories Get a Response for Every Five Stories

Instagram Stories, a feature that lets you share all the moments of your day, turned a year-old last month. With 250 million daily users, businesses on Instagram are really stepping up their usage of Instagram Stories to engage their audience, hoping to convert that attention into more opportunities to transact business.

I recently spoke with Morgan Cornelius, Instagram's Community Programs lead for small business, to learn more about how businesses are using Stories. Below are a few keys to getting up to speed with Stories.

What exactly is Instagram Stories?

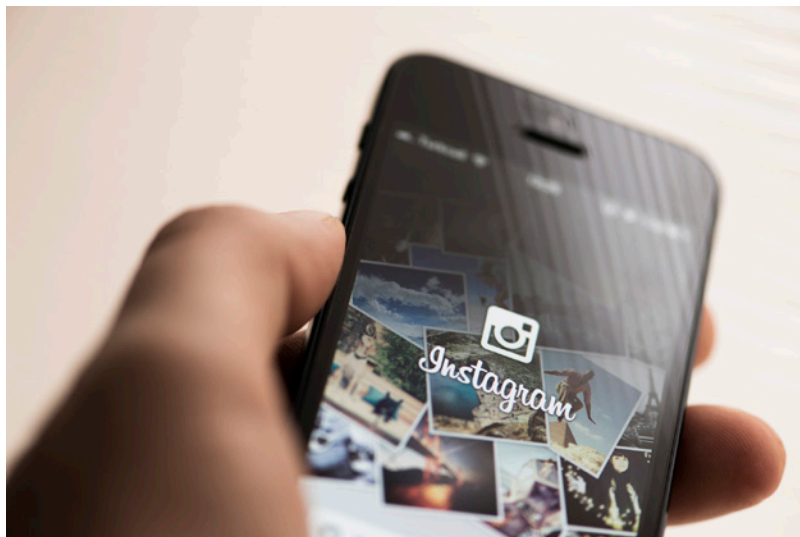
Morgan Cornelius: Instagram Stories is essentially a way for people to share their in-between moments throughout the day. It's something that is ephemeral in nature in the sense that anything you post to Stories disappears within 24 hours. It could be a compilation of photos and videos you are capturing, and it essentially populates in a slideshow format.

The beautiful thing about this is it's not a labor-intensive post that you're adding to your official profile. It's something that should be a little bit more casual in nature, and should be a little bit more raw in terms of the footage that's captured.

How are you seeing small businesses use this?

Cornelius: Small businesses are using it in a ton of creative ways. When you're first using it, test things out within Instagram Stories. It's going to disappear within 24 hours. If you really don't like what you've posted, you can delete it from the Story frames altogether.

I recently met up with a bakery here in San Francisco. I was speaking with the owner, Joanna, and she said, "You know, I'm finding that while we're a bakery and a bistro, when I post Stories about the behind the scenes of us creating our croissants in the morning versus how we're preparing a dish at lunch," the overwhelmingly positive response about the Story about the croissant-making outperforms the Story about the lunch bistro dish that they're preparing.



You can also utilize Stories to shoot a live video, in real-time, and you can go live, actually in the moment, and capture whatever is happening in front of you. There are people that host workshops, and if you couldn't make the workshop, they will go live within the story and allow you to follow along with whatever they're doing.

The opportunities and the ideas are endless.

How do you measure the impact of Stories?

Cornelius: You'll actually have insights you can access on the back end of your profile. Some of those insights will allow you to understand the performance metrics of your Stories. One of the biggest and most impactful data points we provide is the completion rate. Let's say you have a Story that's 10 frames about a contest you're running. You can identify if that particular contest performed well, or if people tended to swipe right because they weren't interested in it, and go on to the next businesses or person's Story.

[There are] 250 million people are already using Stories daily, and in the last month over 50 percent of businesses on Instagram are producing a Story. Of those businesses, we're seeing one in five organic Stories gets a direct message. What that means is that if you're seeing high engagement, people can message you within your Story to ask questions about a product you posted, to comment on what they like. That kind of engagement metric is one to keep an eye out for. **AT**



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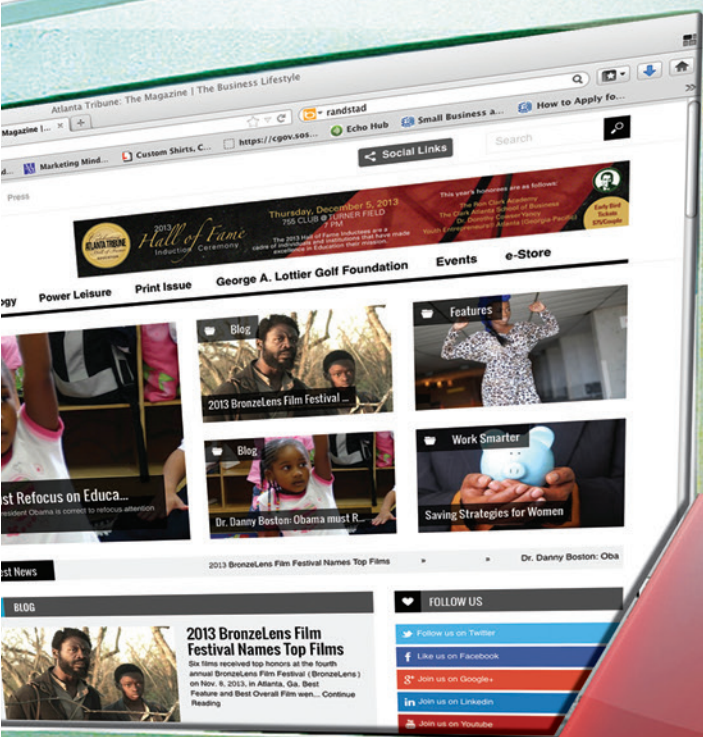
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Be Vigilant: Civil Rights in the Crosshairs in the Age of Trump

DECEMBER 19, 2016

By Andrés T. Tapia

We all saw how it worked: he called Mexicans rapists, he called for a Muslim registry, he called for a wall to be built on the U.S. – Mexico border and deportations by the millions, he demonstrated all forms of ways of degrading women. And a certain crowd ate it up. As he denounced “political correctness” the restraining norms that kept some of the ugliest prejudicial comments from being made public fell away, making for one of the vilest political campaigns in a very long time.

But once the election was won, as the dust has been settling, many have been wondering if it was all just a Machiavellian show that once the votes were in and counted and the victory secure, would Trump truly continue in this vein?

We now have enough data from the weeks since November 8th to answer, yes, very much so. And the most frightening thing of all is that this messaging will evolve from being the tirades of a candidate to being the policy of the most powerful leader on earth with the instruments of governance at his disposal.

I believe that one of the bulwarks to counter this backlash against diversity and inclusion will be the checks and balances of the US democratic system. But we cannot be complacent because they have been severely weakened, and as we have witnessed in the North Carolina legislature, there are many ways to use the system to weaken its very democratic moorings.

So if the first line of defense is the Constitution and the institutions created to defend and exemplify its values, the most potent line of defense behind these guardrails are the people — us. And when I say “us,” I mean all of us who live in the USA who regardless of political affiliation expect that the US Constitution and the Bill of Rights will be safeguarded no matter what.

We all must be vigilant.

The following commentary was published by Andrés T. Tapia, Korn Ferry Senior Partner and Global Practice Leader for its Workforce Performance, Inclusion and Diversity practice, in December 2016 on InclusionParadox.com just after Donald Trump had been elected the 45th president of the United States but before his inauguration; as well, Steve Bannon had not yet been appointed chief White House strategist. Though we are nine months into this Administration and Bannon is now gone from the White House, Tapia's words are now more relevant than ever. We all must be vigilant.



And why?

Let's look at the facts. The 45th president-to-be:

- has not disavowed any of what he said during the campaign that belittled, demeaned, and marginalized those who are different. For all his activity on his Twitter-feed-bully-pulpit where he is quick to litigate any slight no matter how small, he has yet to condemn any of the despicable acts of prejudice that have been done in his name.
- will be placing in the West Wing, Stephen Bannon, the editor of Breitbart, which Bannon in his own words declared was intended to be a platform for legitimizing the alt-right (aka white nationalism).
- has nominated Jeff Sessions as the Attorney General of the United States leading the Justice Department, whose main remit is to defend the laws the country and which has been one of the greatest bulwarks in the defense of Civil Rights. Yet Sessions was denied a federal judge appointment in the past due to his racist comments and has a long history of voting to weaken the Voting Rights Act. As the linked Fortune magazine article says, "Sessions has been criticized for joking in the presence of a Civil Rights Division attorney that the Ku Klux Klan was 'OK' until he learned they smoked marijuana. He was also said to have called a black assistant U.S. attorney 'boy' and the NAACP 'un-American' and 'communist-inspired.'"
- has nominated only people who oppose LGBT rights.
- has surrounded himself with various men who have public records of violent mistreatment of women.

Those who are still hoping Trump will pivot will point to other gatherings during his transition such as the one with 200 Native Americans or his seemingly conciliatory remarks on election night to be the president of all Americans.

But for those of us who specialize in leadership assessment, development, and coaching, and how it is leaders who shape organizational culture, who he's appointing is the first step in institutionalizing and operationalizing a particular vision. These men's (and it is pretty much all white men with Ben Carson as the only person of color) track records are predictive of how they will lead and what they will and will not prioritize.

We also cannot ignore the Pandora's Box whose lid has been flung wide open. Over 1000 and counting acts of hate have been reported to the Southern Poverty Law Center to which can be added the countless ones not even reported. Among the stories:

- In Milwaukee in a private Catholic school, the Latino kids of migrant Mexican workers who are students there on scholarship were surrounded by white boys who as they pounded on the lockers chanted rhythmically, "Trump, Trump, Trump."
- At a high school in Missouri when the visiting black basketball team come onto the court, many of the white spectators supporting the home team held up Trump signs and then turned their backs on the team.

- An arts organization in Chicago whose mission is to use drama to help young people give voice to their truths, during a recent workshop when asked what stories they wanted to write about, all of them submitted storylines for plays about their fears in the Age of Trump.
- At a white nationalist convention just blocks from the White House several of the participants ended up doing Nazi salutes and yelling "Heil Trump!"

And on it goes — and it's not even January 20 yet.

For these, and many other reasons, we have plenty of grounds to be very afraid.

But we cannot cower in fear. We cannot be distracted by crazy tweet storms. We cannot be complacent hoping it will all work out. We cannot even urge patience and put our stake in the ground two or four years out when it's time to go to the ballot box again. Because the erosion of civil liberties and the weakening of democracy that leads to voter suppression could very well make this erosion permanent.

Independent. Republican. Democrat. One way or another your vote was consequential. There are many ways to rationalize our votes and in the end while we may have had, say, fifteen different competing political priorities, we can only vote for one of the candidates. Our rationalizations may be hard to understand on the part of those on the other side including people not believing the campaign rhetoric was going to lead to the true weakening of civil liberties. But this belief can be forgiven.

But when rhetoric turns to policy as well as into a sustained enabler of an exclusionary culture change, then what cannot be forgiven is not standing up for the vulnerable, the fellow citizen, the fellow human being in a democracy whose strength is in its diversity and which has been a beacon of civil rights around the world.

We can't wait and see what happens. The time for vigilance is right now.

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Originally appeared December 19, 2016 on www.inclusionparadox.com.



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leisure power

Welcome to your downtime

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THE INN ESCAPE YOU NEED

By Katrice L. Mines

There's somewhat of a hidden treasure on Maryland's Eastern Shore.

An oasis-like manor house resort and spa lending a seat of luxury along the Miles River, the Inn at Perry Cabin by Belmond is the escape you've been looking for.

This rural retreat nestled in the quaint town of St. Michaels enjoys a reputation as one of the best luxury resorts in Maryland. Just an hour drive from Baltimore-Washington DC airport, arrive by car or yacht to the 78-room and suite hotel for a quick getaway or winding vacation in a locale where a few hours spent is like adding a week back onto your life. Relaxation is the order of the day as the options for idling are plentiful; lounge in Linden Spa, float in the infinity pool or savor a variety of tastes from seafood to the freshest seasonal specialties in Stars.





Chef Ken MacDonald, who uses locally-sourced ingredients including some from the Inn's expansive gardens, makes eating exciting.

For explorers, complimentary bikes are a fun way to venture into St. Michaels, a sleepy town of less than 2,000, to discover intriguing art galleries and antiques shops — or set out to sea on a yacht or heritage craft. No plans? There's always Justine's Ice Cream Parlour — a destination in and of itself.

The Inn's 19th-century elegance is cast with modern flair that makes it an easy choice for weddings and annual family trips alike. Generous queen or king-sized beds mingled

with plush furnishings guarantee a restful stay, while water or garden views add the perfect backdrop.

And there's more.

One of the finest parts of the Inn's offerings is guests' access to the waves and nautical spirit of the Chesapeake. Whether setting off on a tranquil chartered cruise or learning new skills on an in-depth sailing course, taking advantage of its fleet of luxury yachts is a necessary part of the Inn at Perry Cabin by Belmond experience. Skip the bridge by stepping aboard an elegant Hinckley yacht, and cruise across the waters of the Chesapeake to arrive at the Inn for your stay. Departing for the

Pier 7 Marina in Edgewater, Md., guests who choose this two-night minimum package are treated to a champagne toast and reception served on board; white-glove luggage on and off-boarding service; scenic round-trip cruise for two across the Chesapeake Bay on our luxurious 55' Hinckley yacht; VIP check-in and check-out and access to all resort amenities.

From culinary mid-week breaks to serene weekend getaways in Maryland, the Inn's selection of packages ensure an unforgettable stay.

King rooms start at \$385. **AT**

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BEAUTY



**Nubian Heritage
African Black Soap
Clarifying Pads**
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WALMART



**Nubian Heritage
Black Soap Face Bar**
I don't remember ever being able to use a facial soap bar, so I was timid about trying this one. But, it has been the perfect cleanser for my sensitive skin; thorough without drying.
\$2.98
WALMART



**Vaseline
Intensive Care
Cocoa Radiant
Lotion**
I'm constantly reapplying lotion to my hands throughout the day. Cocoa Radiant Lotion is in my bag and on my desk. It's just necessary.
\$5.89
TARGET



**Vaseline Intensive Care Lip
Therapy Cocoa Butter**
\$3.49
TARGET



E.l.f. tinted lip oil
Lip oils are one of my new favorite beauty staples and discovering this one with just a hint of color was love at first try.
\$6
ELFCOSMETICS.COM



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Smoothing Eye and Lip Cream**
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STYLE



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2018 INFINITI Q50 RED SPORT: Quick and Qualified

by Brian Armstead



There used to be a time when sports sedans ruled the automotive landscape. There was a good reason for this, as hot whips from BMW, Audi, Mercedes and even Cadillac with their V Series hotrods were fun to drive, held their value well and elicited great pride of ownership.

And then the Utility Vehicle craze started. With low gasoline prices almost nationwide (sorry, California!), American vehicle buyers are snapping up every SUV, CUV, SAV, SAC and any other moniker that befits what are essentially tall station wagons.

So, it seems like an odd time for Infiniti to launch the 2018 Q50 Red Sport. Quick and qualified as a bonafide luxury performance sedan, is Infiniti rolling the dice with this new, 400 horsepower supercar?

In my humble opinion, no. Infiniti isn't rolling the dice; they're building on model heritage.

From 1977 to the mid-1990s, the sports sedan market lit up with the BMW 320i becoming an instant sales success and the must-have car amongst so called 'preppies.' Not wanting to lose out on the sales fun, Audi launched the 5000 and 200, Mercedes' 190 Cosworth and AMG E-Class, Ford with the SHO Sedan and Infiniti with the Q45.

The Q45 and the super soft Lexus LS400 were launched in the same year, 1989, and represented the first attempt by Japanese automakers to build large luxury sedans.

Since then, Infiniti and Lexus have been locked in a pitched battle for national pride and supremacy. For years, Lexus has ruled the war, but Infiniti has taken steps to move the company up the sales charts, and the Q50 Red Sport is just the type of vehicle the company needs to do some damage to the Lexus bottom line.

The styling of the new Q is particularly handsome. But don't let the smooth look fool you. Under the hood of my tested Red Sport model is a ferocious 400 horsepower, twin turbocharged V6. With 350 pound-feet of torque, the Q50 Red Sport's performance is something you can feel.

So, the saying "what goes around comes around" is applicable to today's sedan market. People may tire of SUVs and seek the 'next best thing.' Infiniti is smart to keep the sedan segment viable and relevant. The 2018 Q50 Red Sport is one heck of an automobile. We'll see what the consumer market has to say about it. **AT**

WEEKENDER

ROAD TRIP TO ASHEVILLE

Bring Your Happiness With You

By Kamille D. Whittaker



I was sitting cross-legged in Triangle Park in the historic “Block” district of Asheville, NC; soaking in the sun at high noon on a near perfect day. My backdrop, over 270 linear feet of mural paintings and mosaics commandeered by an upwelling of local artists, community volunteers and \$60,000 of community reinvestment into “The Block.” Each stroke depicted a swath of downtown Asheville’s historic African-American business district and surrounding Valley Street/East-End neighborhoods as an area that remained the cultural and economic center from the time

of Reconstruction until the near present. Triangle Park is a remnant of this era, where people who grew up around Valley Street still gather and fellowship.

The park was quiet that Friday afternoon. I took up conversation with Ivan, a horticulturist who I saw had stopped to rest under a nearby tree. A military brat, the son of a German and African was world-traveled and considered Decatur, Ga, one of his many homes. Second to Asheville.

Like old friends, we talked about travel, foodways, and local artisans, and settled in on beginnings and endings and the natural desire to preserve the novelty of good experiences and suspend them in time.

I told him about my stay at the Omni Grove Park Inn, a stone laden expanse that is chiseled into the side of a mountain with terraces that have front seat views to the prerogatives of the sun and clouds. It sits on the other side of a cradled valley that the Blue Ridge Mountains gently flank in the distance.

With rooms that front nature on all sides, it’s designed to always keep you in close proximity to the elements – whether you’re dining *al fresco* at Edison’s Craft and Ales + Kitchen, named for Thomas Edison’s frequent visits, hiking the sunset nature trail in the healing, clean mountain air or steaming with eucalyptus in the cavernous spa.

When you travel well, you tune into all the senses, is what scent sommelier Kelly, of Kelly & Jones – Eau de Parfum reiterated during our blending session in the Buick Sensory Lounge. We mixed Osmanthus and Fig with a Shea-based body oil for a signature scent. The blend, called “Tea Leaves,” was reminiscent of the aromatic warmth of Bergamot and Basil stirred by memories of both.

“Bring your happiness with you,” Ivan and I concluded, as our parting mantra.

Indeed, I was on my way home, wearing the scents of Asheville on me; bringing the close to a road trip that distilled wellness in such a way that centers you from beginning to end. A holistic approach to well-being that begins and ends in your vehicle, the 2017 Buick LaCrosse has all senses comfortably connected and considered.



Just like the ride to Asheville, the ride back was an incredibly quiet, relaxing and reflective driving experience with every need anticipated – spa-like. Innovative acoustics and noise cancellation detected and neutralized unwanted sounds, and helped absorb road noise before it had the chance to reach my ears. I only heard precisely what I wanted to hear with the built-in 4G WiFi activated the whole way and Buick IntelliLink indulged me with my favorite sounds, all the while helping me text, and get directions just by using my voice.

In queue, were three meditative wellness podcasts to make efficient use of the 198-mile scenic sojourn to and from Asheville and Atlanta. I lingered the longest on the “Cabral Concept,” in which Dr. Stephen Cabral, a naturopathic, Ayurvedic and functional medicine doctor addresses all things wellness from motivation to mindfulness. The Head-Up Display that projects information onto the windshield and the gentle seat vibrations did all the heavy lifting so I could stay focused on the road ahead, making possible only fluid and deliberate movements.

When combined with the moon-white ambient lighting and heated massage seats that can go the distance ... traveling *well* – literally enveloped in high quality details and design – becomes the expectation; generating euphoric impressions – and happiness – that lingers and *can* be brought with you; wherever you go. **AT**



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Blissbehavin' at

BARNSLEY RESORT

ADAIRSVILLE, GEORGIA

by Regina Lynch-Hudson

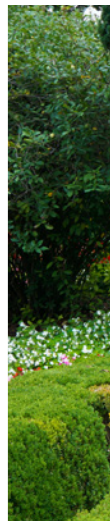
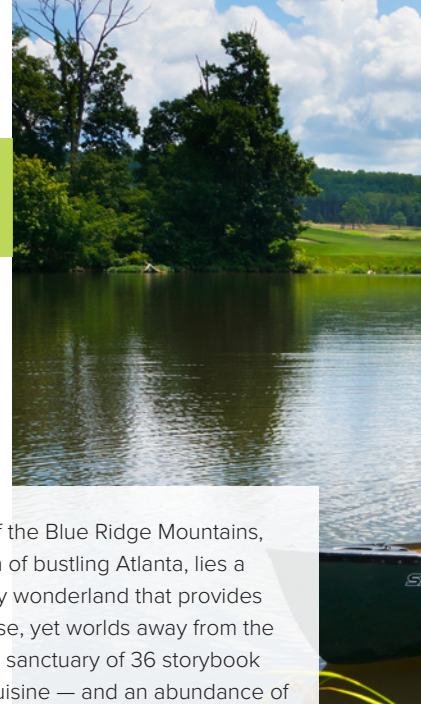
Photography by Courtland C. Bivens III

Shrouded in the foothills of the Blue Ridge Mountains, a tempting 60 miles north of bustling Atlanta, lies a virtual 3,000-acre woodsy wonderland that provides total sensory immersion. So close, yet worlds away from the city, Barnsley Resort unfolded a sanctuary of 36 storybook cottages, succulent Southern cuisine — and an abundance of amenities to keep a nature loving country gal occupied.

The English-inspired resort village is carved into the setting of the fabled ruins of the Woodlands, a 19th century manor estate, constructed by Sir Godfrey Barnsley of Derbyshire, England, for his wife, Julia, in the late 1840s. Sadly, Julia died before its completion.

Modernity embraces the past, in an intriguing escape where you can luxuriate in a boutique spa, fish or canoe the 10-acre lake, golf 18 holes, trek miles of hiking and biking trails, gallop horseback, and get lost in a meandering labyrinth of gardens.

Barnsley Resort took me under its spell and I willfully succumbed. www.barnsleyresort.com



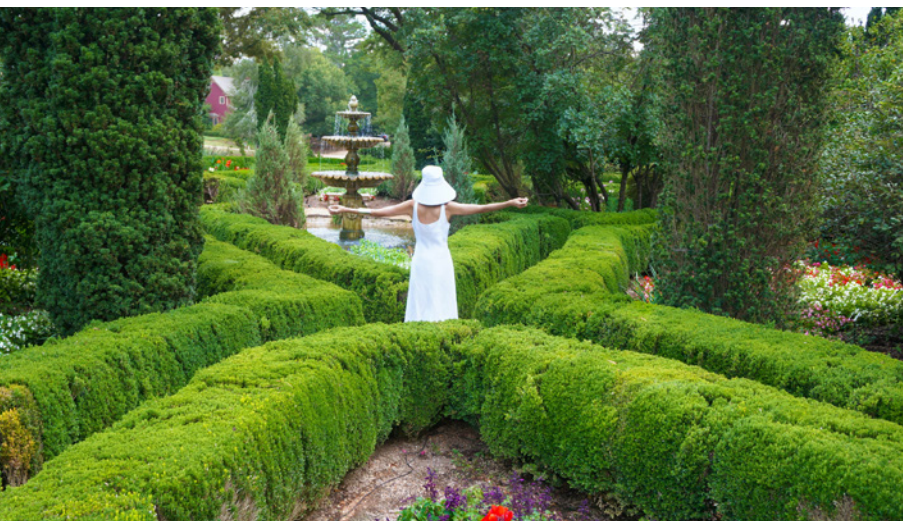


Charming Lodging: Fanciful cottages of varying sizes comprise 90 guest rooms and suites — which contribute to the appealing distinction of Barnsley Resort. Ours a private front and back porch with rocking chairs, and a spot to relax and breathe in nature's bounty. . We rose from our bed just after noon and savored the spacious lodgings, before venturing outdoors.

Outdoor Oasis: With its serene locale, the property is free of the snarling rumble of bumper-to-bumper highway traffic and human gridlock. The only tangled thoroughfare to maneuver inside the self-contained resort is a maze of manicured boxwoods and flowers, adjacent to the grand skeleton of the original antebellum manor house; the silence within the heirloom gardens is profoundly peaceful. We later paddled through paradise, in still waters and cooled by a mild afternoon breeze.

Spa Delights -After days of exploring seemingly endless tracts of outdoor spaces, it was time for some pampering. The Spa at Barnsley Resort, resembling an English carriage house, offers a variety of services in 10 treatment rooms. I opted for the Inner Peace Body Treatment, a head-to-toe tune-up that invigorated every inch of my six-foot frame.

Southern Cuisine: Three on-site eateries tap into a host of regional farms to create healthy cuisine that's primarily Georgia-grown. The Woodlands Grill (hunting lodge motif) and Rice House (farmhouse atmosphere) feature exceptional garden-to-table fare that rivals Mama's home cooking with an eclectic edge. The al fresco Beer Garden features a relaxed menu with a wide concoction of brews. Southern-crafted comfort food like Corn-Dusted North Carolina Trout (at The Woodlands) tantalized our taste buds and left us begging for recipes that we'll never be able to master. **AT**



Blissbehavin' In covers top bliss destinations where busy executives indulge in leisure activities. Publicist/travel writer Regina Lynch-Hudson has developed articles, and destination marketing concepts for countless airlines, venues and tourism boards. www.thewritepublicist.com



UnitedHealth Group names Dr. Valerie Montgomery Rice a Director

Valerie Montgomery Rice, M.D., has joined UnitedHealth Group's board of directors.

Montgomery Rice is the president and dean of the Morehouse School of Medicine – serving in that capacity since 2014 and as the EVP and dean from 2011 to 2014. Prior to joining Morehouse School of Medicine, she served as Dean of the School of Medicine and Senior Vice President of Health Affairs at Meharry Medical College, and as the director of the Center for Women's Health Research, one of the nation's first research centers devoted to studying diseases that disproportionately impact women of color. Montgomery Rice also serves as a council member of the National Institute of Health (NIH) National Center for Advancing Translational Science. She is a member of the National Academy of Medicine and a renowned infertility specialist and women's health researcher, and holds a bachelor's degree in chemistry from the Georgia Institute of Technology and a medical degree from Harvard School of Medicine. Montgomery Rice completed her residency in obstetrics and gynecology at Emory University School of Medicine and her fellowship in reproductive endocrinology and infertility at Hutzel Hospital in Detroit, Mich.

"Valerie Montgomery Rice has firsthand experience in health systems and research and the application of modern health care data and analytics," Richard Burke, chairman of the board of directors of UnitedHealth Group, said. [She] is a leading thinker on the future of health care. Valerie brings us in-depth knowledge and understanding of the specific health care needs of a wide range of communities, and how to better prepare the next generation of health care leaders to address those needs." **AT**

Get Clear

If you're not seeing the results you want when you call utility companies, a free iOS app called Clarity Money will negotiate your bills down for you.

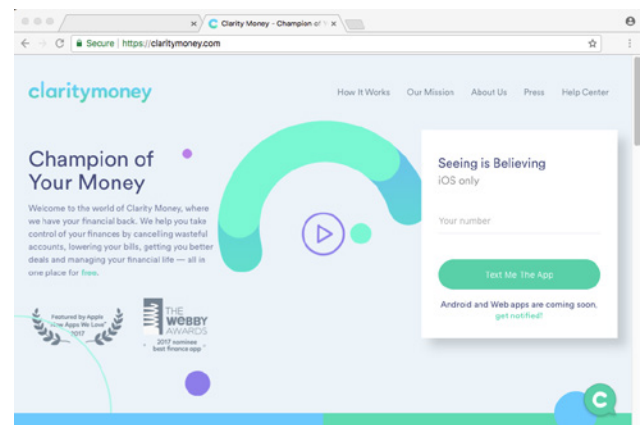
The company starts by scanning your bank statements for places you might be overspending or overpaying. It uses data science and machine learning to negotiate bills, create a FDIC insured savings account, find lower interest rate personal loans, transfer money between accounts, and deliver actionable insights based on your spending patterns, credit score and credit cards.

The app can monitor your daily spending and create a budget, auto discover recurrent subscriptions and cancel the ones you no longer need. It can also analyze your existing credit cards and surface better options, even applying for you right in the app.

Then it does the hard work for you.

Clarity reps contact companies on your behalf. If they're able to negotiate a discount on your recurring charges, the company keeps a percentage of your savings. If they save you nothing, you owe nothing.

Most financial advocacy apps are connected with major commercial banks with an interest in suggesting certain financial tools for their company's benefit. Clarity offers unbiased advice and recommendations with a no-strings-attached approach to saving money – a kick starter for getting your finances in order. **AT**



The Business of Power Leisure

As a business owner, you are entitled to deduct certain expenses such as those relating to entertaining clients. Entertainment is considered any activity that provides entertainment, amusement or recreation. It may also include meeting the personal, living, or family needs of individuals including providing meals, a hotel suite, or a car to customers or their families.

Limits and Restrictions

Entertainment expenses are generally deductible at 50 percent. Entertainment costs, taxes, tips, cover charges, room rentals, maids and waiters are all subject to the 50 percent limit on entertainment deductions.

Entertainment expenses are also subject to certain limits and restrictions such as whether they qualify as “ordinary and necessary” and not “lavish or extravagant.” They must also be directly related to or associated with, your business and you must keep detailed records substantiating your expenses (more on this below). Furthermore, the person you entertained must be a business associate; that is, someone who could reasonably be expected to be a customer or conduct business with you such as an employee, client, or professional advisor.

If it is customary to entertain a business associate with his or her spouse and your spouse also attends, entertainment expenses for both spouses are deductible, thanks to something called the “closely connected rule.” If you are an employee who is reimbursed in full by your employer different rules apply (e.g. you are not subject to the deduction limits).

Location Must Be Conducive to Business

Your Home

Entertainment expenses are only in play when they take place in a location conducive to business. A nightclub or theater is not considered a place conducive to business, but your home is. For example, if you hold a small (less than 12 people) party for clients and business associates at your home during the summer, it may be deductible as long as you discussed business with your guests. The amount of time that business was discussed is not significant.

Year-end parties for employees, as well as sales seminars and presentations held at your home, are generally 100 percent deductible provided costs for food and refreshments are reasonable and not lavish.

Entertainment Facilities

Out-of-pocket expenses for food and beverages, catering, gas, and fishing bait provided at facilities you own or are a member of such as a yacht, hunting lodge, fishing camp, swimming pool, and tennis court are deductible subject to entertainment expense limitation of 50 percent. However, you may not deduct expenses related to the depreciation and upkeep of the facility or for rent and utilities.

Dues paid to country clubs, social, or golf and athletic clubs are not deductible.

Skybox

If you rent a skybox or other private luxury box for more than one event at the same sports arena, you generally can't deduct more than the price of a nonluxury box seat ticket. You can, however, count each game as one event. Deduction for those seats is then subject to the 50 percent entertainment expense limit. If the cost of food and beverages are on a separate receipt, you are allowed to deduct those expenses (as long as they are reasonable) in addition to the amounts allowable for the skybox, subject of course, to the requirements and limits that apply.

Expenses Must Be “Directly Related” Or “Associated With”

Expenses are directly related if you can show that there was more than a general expectation of gaining some business benefit, rather than simply goodwill. In addition, you must show that you conducted business during the entertainment and that the active conduct of business was your main purpose. Even if you cannot show that the entertainment was “directly related,” you may still be able to deduct the expenses as long as you can prove the entertainment was “associated with” your business. To meet this test, you must have had a clear business purpose when you took on the expense, and the entertainment must directly precede or come after a substantial business discussion.

Substantiating Your Expenses

The most frequent reason that entertainment expenses are disallowed is the failure to show the place and business purpose of an item. To substantiate entertainment expenses, you must show the amount of each separate expense, the date, time, place, and type of entertainment (e.g. dinner), the business purpose and nature of any business discussion that took place, the business relationship and the name, title, and occupation of the person or people you entertained.

AT



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{ITALIAN DELIGHT}

Homemade Marinara and Meatballs with Creamy Polenta

Sundays and homemade comfort food go way back in my family. From my youngest memories, I can recall coming together for Sunday dinner (whether with the extended village at my grandparents' home or the more intimate connection of my immediate family) and relishing the delight of a homemade feast of some sort. And while the tradition isn't observed every Sunday (or even every other Sunday, if I'm being completely honest), I have carried the awe and ode to Sunday dinner, made up of good ole' comfort food, with me into my own adult world.

A recent Sunday in August was one such instance. Making my favorite homemade meatballs and marinara sauce was the

highlight of my cooking foray, and it was all things comforting – the relative ease of bringing the dish together, the anticipation of enjoying the finished product, memories of sharing this beloved dish in days gone by, and the welcomed twist I decided to add.

I broke with my tradition of serving my meatballs and marinara with pasta (linguine, to be exact) and recalled my desire to serve them over polenta one day. And one day had come. It was exactly the beautiful, finished dish that I was aiming for; and no less scrumptious. A big family style platter of the best comfort

food you could imagine was the takeaway for happy mouths and satisfied tummies.

I must add that this recipe doesn't require a Sunday, or a crowd, to make and enjoy. It comes together easily enough to match a fast-paced weeknight equally as well as a lazy, indulgent weekend.

So, you choose when and where to indulge and savor. Happy Eating!

HOMEMADE MARINARA AND MEATBALLS WITH CREAMY POLENTA

Ingredients:

Quick cooking, instant polenta
1.5 lbs. dark ground turkey
1 tablespoon of your favorite seasoning or spice blend
Salt
½ teaspoon pepper
1 teaspoon fennel seed
¼ cup sundried tomatoes, chopped
¼ cup fresh basil leaves, rolled into a bundle and finely sliced
2 tablespoons of olive oil, plus a little extra for drizzling
28 oz. can of crushed tomatoes, preferably San Marzano
1 medium onion, diced
3 cloves of garlic, minced
½ teaspoon red pepper flakes
½ teaspoon each of dried thyme, rosemary, basil and oregano
Sprinkling of sugar
Several dashes of Worcestershire sauce

Method:

Preheat oven to 400° F.

In a large bowl, combine the turkey, seasoning blend, a light sprinkle of salt, fennel seeds,

sundried tomatoes, fresh basil and a drizzle of olive oil. Be careful not to overwork the meat while mixing. Next, form golf ball sized meatballs from the mixture and place them on a baking sheet. Once all the meatballs are formed, place them in the preheated oven and bake for 10-12 minutes.

Add the 2 tablespoons of olive oil to a large sauté pan or skillet and place over medium heat and preheat. Add in the onions and cook for 4-5 minutes. Stir in the garlic and red pepper flakes and cook for another 1-2 minutes or until the onions are translucent. Pour in the crushed tomatoes, a sprinkling of salt, the pepper, each of the dried herbs, a sprinkling of sugar and the Worcestershire sauce and stir to combine. Add in the meatballs, cover and simmer for about 20 minutes or until the sauce has thickened and reduced. Stir occasionally.

While the sauce is simmering, bring a large pot of water to a boil. Once it comes to a roaring boil, toss in a generous amount of salt and add in the polenta. Cook, stirring continuously for 3-5 minutes (or per package instructions).

Pour the polenta into a big serving bowl and top with the marinara and meatballs. For an added finish, sprinkle with fresh basil and freshly grated Parmesan. Serve and enjoy! **AT**



Dawn M. Richards is the founder of the food and lifestyle brand, D.M.R. Fine Foods. With her food passion leading the way, Dawn shares recipes, travel stories, fashion, entertainment and lifestyle features on dmrfinefoods.blogspot.com and other media outlets, while maintaining a career as a *FORTUNE 500* legal executive.



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