

---

WOMEN  
INSPIRING  
EMERGING  
LEADERS IN  
DESIGN

**WIELD** AIA|DC

---

COMMITTEE HANDBOOK  
2020



---

# TABLE OF CONTENTS

PURPOSE STATEMENT	3
OVERVIEW	4
COLLABORATION WITH WAF	5
GOALS	6
HISTORY & ACCOMPLISHMENTS	9
ROLES AND DUTIES OF COMMITTEE MEMBERS	11
PROGRAM CALENDAR	18
VOTING PROCEDURES	19
EVENTS	20



---

# PURPOSE STATEMENT

Recently, The New York Times, published an article entitled “Where Are All the Female Architects?” exclaiming the gap that remains in the profession between white men and women and minorities in leadership positions and licensure. While many were disappointed with the lack of content in the article, many architects and designers have heard from their firm leadership the excuses mentioned to account for the lack of equity and inclusion in design. **Women Inspiring Emerging Leaders in Design was created to provide a forum for solutions, not excuses.**

The WIELD team believes promoting storytelling and initiating conversations on how emerging leaders have the power to make change will influence the evolution of our industry. The 2018 NCARB By the Numbers Report found that 47% of new NCARB record holders are minorities and 43% are female. There is no longer a “pipeline problem” for diversity in the profession, but to achieve equity and inclusion, we must engage and support these emerging leaders throughout their career. As this new generation enters the profession, WIELD will continue to create a grassroots community for mentorship, storytelling and discussion to provide the tools necessary for growth and exploration of the multiple paths to success.

**The core values of WIELD are to promote equity and diversity in the profession through visibility and storytelling, and to partner with local non-profits or scholarship funds to use the success of these events to fuel the next generation of emerging leaders.** Each event seeks to amplify diverse voices of success in order to empower the next generation of leaders by sharing tools that will allow them to thrive in their careers and reframe the conversation of succession planning and the future of the profession.



---

# OVERVIEW

Women Inspiring Emerging Leaders in Design (WIELD) is a program for emerging professionals within the American Institute of Architects Washington, DC Chapter. WIELD is the leading equity, diversity, and inclusion (EDI) platform in the Washington, DC area and has become a movement to amplify the voices of both distinguished and rising leaders to motivate fellow upcoming trailblazers in the profession. Our signature storytelling event provides opportunities for emerging leaders to engage in the EDI conversation by promoting visibility, awareness, and sponsorship.

WIELD fosters an inclusive environment for industry leaders to share their stories of empowerment and resilience through the lens of equity, diversity, and inclusion. Inspired by the momentum of the Equity by Design survey by AIA San Francisco and the work of Girl UNinterrupted, WIELD curates an evening where one may laugh upon hearing a relatable anecdote, meet a future mentor, or network with fellow emerging leaders. Most importantly, WIELD strives to shift the conversation about equity in the AEC industry from one of excuses and causation towards one of positive and progressive dialogue, providing solutions that advance all emerging leaders. The event has sparked a digital movement of storytelling by emerging leaders in design through the hashtags #AIAWIELD, #WIELD, and #WIELDyourStory.

At the event in September 2018, one audience question resonated with the speakers as it was simple, yet powerful: “When did you find your voice and what triggered the change?” The founder and creator of WIELD, Yiselle Santos, gave the best advice of the night with two simple words: “Be Fearless.” These words propel our own efforts as we look ahead to hosting our next event in May 2019 and spreading the WIELD event and conversation to other major US cities. With each event, we hope to reach a larger audience and make a greater impact by giving emerging leaders an opportunity to share their stories to promote visibility, amplify diverse voices, and empower the next generation of leaders.

---

**WOMEN INSPIRING EMERGING LEADERS IN DESIGN**



---

# COLLABORATION WITH WAF

**Visibility is paramount in the conversation of equity, diversity, and inclusion.**

Educating K-12 generation and providing for opportunities of engagement at these early stages will elevate the discourse in the profession and continue to support the pipeline for future leadership. We hope to continue to use WIELD events to support these and other similar programs that financially aid the future thinkers, makers, and doers of the AEC industry.

In order to engage the community and support the profession, WIELD supports Washington Architectural Foundation programs, including Barbara G. Laurie Scholarship and the Design Like a Girl program. In 2018, WIELD received enough donations that when added to the registration fees, not only covered the cost of the event expenses, but raised a total of \$5,210 in support of community engagement programs. The sum was divided evenly between the Washington Architectural Foundation programs that align directly with WIELD's mission. A portion of the funds raised from our 2018 event, \$2,605, went to the Barbara G. Laurie Scholarship, a program for graduating high school seniors from the District of Columbia entering architecture degree programs. The remaining \$2,605 supported Design Like a Girl, a mentorship program that engages young girls to explore pursuing a career in the AEC industry through project-based workshops and construction site and office tours during which they learn from and interact with enthusiastic women AEC professionals.



---

# GOALS

The underlying drivers of WIELD’s agenda are diversity, equity, and inclusion. These pillars are reinforced by establishing meaningful and deep conversations amongst emerging professionals and firm leaders from a myriad of backgrounds, genders, and communities to engage the next generation of leaders and enrich the future of the profession and our communities.

**Learning through storytelling is at the core of WIELD’s mission.** WIELD strives to share stories of incredible local women in design and construction, to amplify diverse voices, and to encourage mentorship in the profession. Past speakers have spoken about entrepreneurship, leadership, mentorship, overcoming obstacles, and starting a firm. At the 2018 event, speaker Yolanda Cole, Senior Principal and owner of Hickok Cole Architects, inspired the audience through the visualization of her and her male business partner’s distinct career paths. While his career followed a more “linear” path from architecture school to graduation to his current position as a leader of Hickok Cole, her career meandered through music performance, architecture school, raising a family, and using her different experiences to enrich her architectural practice and become an owner. While each woman’s story is unique, a shared value is that your life and your career is rarely linear.

**Our events are tailored to emerging professionals that are not yet firm leaders; as such, WIELD was designed to promote mentorship and sponsorship.** Each event is an opportunity for architecture students, those just beginning in their careers, and those more established to meet potential mentors already in leadership positions. It also encourages industry leaders to seek out sponsorship opportunities and encourage the development of future leaders within their firms.

**Peer-to-peer mentorship is essential to build confidence and to create an open forum to discuss achievements and setbacks in the workplace.** Through developing networks of emerging leaders in the DC area and beyond, encouraging professional growth opportunities, and promoting equity and diversity in the profession, WIELD provides events that cater to both larger forums as well as smaller gatherings, creating connections across firms the AEC industry.



---

**Aligning with equity, diversity and inclusion goals, another event objective is to promote succession planning and increasing retention of mid-career professionals.** Metrics show there is no lack of diversity in academia and entry-level positions with the architecture profession, yet diversity seems to diminish as people move into leadership roles. WIELD hopes to strengthen the professional pipeline through engagement, visibility and by creating of inclusion and connection.

WIELD aims to focus on the future of the architecture industry and use its platform for women empowerment within the emerging professional community to promote the overall goal of equity in the profession.

## **STRATEGY**

The most effective way to spread awareness about the WIELD event, and consequently, broaden issues of diversity and inclusion, is through establishing a continuous line of communication. In addition to event attendees, our largest audience is virtual on social media. Our social media team continues to engage with emerging leaders and equity experts to cultivate an intelligent discussion that embraces themes of equity and empowerment. Consequently, industry thought leaders are supporting our cause and pushing the conversation with us. **All “WIELDers” and supporters are encouraged to join these conversations by using the hashtags #AIAWIELD, #WIELD, and #WIELDyourstory.** Social media provides a platform for an open forum where everyone’s voice holds the same weight and there’s no limit to the number of individuals you can reach and inspire.

Fundraising and sponsorship is essential for WIELD to grow its audience and to provide funds which enable us to organize more impactful events each year. We reach out to several firms, vendors, consultants, and individuals to partner with for each event. Through fundraising outreach, we can continue to host WIELD events and support local scholarships, and simultaneously spread the message of WIELD within our local design community to garner their support and participation.

Developing an equitable practice and profession begins at the pipeline and involves engaging architecture students. WIELD extends the dialogue with emerging leaders to those who have yet to begin their careers. The Greater Washington, DC area has over 10 universities and has 7 architecture programs. We have reached out to these



programs to engage with the students, and 10 students attended the event this year. We hope to continue to interact with each architecture school and invite students to our future events.

Essential to WIELD is storytelling. During her Golden Globe’s acceptance speech, Oprah shared “What I know for sure is that speaking your truth is the most powerful tool we all have. And I’m especially proud and inspired by all the women who have felt strong enough and empowered enough to speak up and share their personal stories.” WIELD seeks to be the premier platform for truth telling in the design industry. The main event features several industry-leading women sharing professional journeys. Through these personal stories, participants learn leadership values and become inspired by the various path that lead to success. Not all stories are equal but most share common themes of resilience, chances, serendipitous opportunities, setbacks, and evident truths. It is through the diversity in the stories, that all in the event find their own voice and create community.

It is imperative for the discourse in the profession to not only show traditional career paths but to also show alternative paths to leadership roles and alternative career choices that seek to enrich and support the architectural profession. Licensure and engagement in professional organizations is also highlighted in support of the better of the profession.

By diversifying opportunities for professionals and students to engage with each other, we will encourage more people to become involved and share WIELD with coworkers and friends. Empowerment, equity, and inclusion continue to be at the forefront of discussion in the AEC industry and beyond. As the WIELD community develops, it serves as a catalyst for emerging leaders to grow, ask questions, and learn. In turn, WIELD attendees will continue the conversation in their workplace, further enriching their workplaces and their communities.





---

# HISTORY & ACCOMPLISHMENTS

WIELD, Women Inspiring Emerging Leaders in Design, was founded to engage emerging professionals in the conversation of succession, equity, diversity, and inclusion in the architecture profession. While the architecture industry and organizations like the AIA support fellowship for women and minority architects through committees and conferences, the focus primarily has engaged established professionals, licensed architects, and/or those already in leadership positions.

In 2017, Washington, DC hosted the Women's Leadership Summit (WLS). Yiselle Santos, WIELD founder, joined the event organizing committee and quickly realized there was an opportunity for impact. While the event focused on career and industry leaders, WIELD would focus on emerging professional engagement. As a supplemental event, WIELD would allow those unable to attend the WLS because of time constraints or cost, the opportunity to meet and network with women industry leaders. The event began its focus on seeking local women firm leaders as panelists and speakers, but quickly found enthusiasm and support with women AIA Fellows Cheryl McAfee, FAIA and Zena Howard, FAIA. Compelled by the opportunity to mentor and share their stories, both chose to travel to Washington, DC at their own cost to present at the event. Not only did WIELD provide emerging professionals an opportunity to meet and network with renowned leaders but allowed leaders to listen to each other while mentoring the next generation of leaders. WIELD formed an inclusive gathering space for those entering the industry, starting their path to licensure, and questioning, "What's next? What are my options? How do I write my story?" By connecting emerging leaders from underrepresented populations in the industry with those who have wielded their own career path, WIELD empowers attendees to explore the multiple avenues to success.

The first WIELD event held on September 16, 2017, attracted 75 attendees, many who were in town for the 2017 AIA Women's Leadership Summit held in Washington DC. The second event on September 25, 2018, sold out to 130 attendees including AIA members, AEC professionals and local university students. The 2018 event was also streamed live on Facebook and at a simulcast event organized in Boston. Both events were hosted at the AIA Washington DC's District Architecture Center. The 2019 Spring event was another sold out success with 120 attendees. The Fall 2020 event was hosted on Veteran's Day and featured 4 female veterans who found

---

**WOMEN INSPIRING EMERGING LEADERS IN DESIGN**



careers after their service in design and social service.

2019 was an exciting year for WIELD. We were honored with an AIA Diversity Recognition Program Award for our commitment to advancing equity, diversity, and inclusion within the architecture profession.

2020 will be the first year as an official AIA|Washington, DC Committee.

---

**WOMEN INSPIRING EMERGING LEADERS IN DESIGN**



---

# ROLES AND DUTIES - EXCOM

## **EXECUTIVE COMMITTEE (ExCom)**

The Executive Committee shall be an appointed body with the purpose to promote visibility, inclusion, and diversity in the design profession by amplifying diverse voices; to provide events for emerging professionals; to donate talent, time, and resources to the community. Any member in good standing of the Organization is eligible to serve on the ExCom. The ExCom retains the authority to increase or decrease the number of Directors serving on the ExCom and shall not restrict the length or number of terms that such members are able to serve. If the number of initial Directors is increased, the Board shall designate the title and function of the additional Director. The ExCom shall draft the Year Plan within the first quarter of each year term.

**THE CHAIR** shall serve a one-year term that shall immediately follow his/her term as Vice-Chair. The Chair may not serve in another WIELD leadership office concurrently.

## **DUTIES OF THE CHAIR:**

- Leads official WIELD Equity functions and sessions
- Works with Secretary to generate agenda for ExCom meetings
- Serves as primary contact for the AIA|DC Staff and Chapter President
- Establishes and maintains contact with current AIA|DC Board Liason
- Oversees annual budget and coordinates with AIA|DC Executive Director
- Oversees AdCom actions and correspondence
- Serves as primary AdCom contact
- Facilitates vision and strategic plan for AdCom year plan
- Oversees pursuit of awards or publications
- Attends all ExCom conference calls/meetings
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)
- One (1) year commitment, minimum (Vice Chair, Chair, and Past Chair)



---

# ROLES AND DUTIES - EXCOM

**THE VICE CHAIR** shall serve a one-year term and shall proceed to the office of Chair. The Vice Chair is required to have been a member of WIELD and is recommended to have previous AdCom experience. The Vice Chair may not serve in another WIELD leadership office concurrently.

## **DUTIES OF THE VICE-CHAIR:**

- Assists with Chair's functions and serves as acting Chair in Chair's absence
- Works with Secretary to generate agenda for ExCom meetings
- Plans and oversees the WIELD Event
- Attends and participates in all ExCom and AdCom conference calls/meetings
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)
- One (1) year commitment, minimum (Vice Chair, Chair, and Past Chair)
- Recommended that the Vice Chair serves at least one year on AdCom and/or Excom

**THE SECRETARY** shall serve a two-year term. The Secretary may not serve in another WIELD leadership office concurrently.

## **DUTIES OF THE SECRETARY:**

- Generates agendas for all ExCom, AdCom and monthly committee conference calls/meetings with the assistance/supervision of the Chair and Vice Chair
- Records meeting minutes of all ExCom, all AdCom, and monthly committee meetings
- Maintains and edits the member and contact list
- Sends reminders to ExCom, AdCom, and members of upcoming meetings
- Manages the calendar of meetings and events
- Manages membership, registration, correspondence, email, and distribution list
- Monitors and maintains the guest list to the different events



---

# ROLES AND DUTIES - EXCOM

- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all ExCom, AdCom, and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)
- Two (2) year commitment, minimum

**THE TREASURER** is required to be a member of WIELD and shall serve a two-year term.

## **DUTIES OF THE TREASURER:**

- Work closely with ExCom and AIA|DC Executive Director in developing annual budget
- Manages WIELD Committee budget
- Works closely with AIA|DC Committee liaison managing committee expense reports
- Works closely with Chair to develop and manage quarterly financial report and savings account
- Manages sponsorship for all events
- Maintain and manage sponsor/donor lists and contacts
- Work closely with the Communications and Marketing Advisors on marketing material necessary for sponsorship
- Provide long-range planning ideas to secure sustainable funding for program
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all ExCom, AdCom, and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)
- Two (2) year commitment, minimum



---

# ROLES AND DUTIES - EXCOM

**THE PAST CHAIR** shall serve a one-year term immediately following their term as Chair. If the immediate Past Chair is not available, any other Past Chair may be designated, as selected by the current Chair. The Past Chair may not serve in another WIELD leadership office concurrently.

## **DUTIES OF THE PAST CHAIR:**

- Maintains continuity by serving as an advisor to the Executive Committee
- Assists in the planning of the Fall WIELD Event as requested
- Advises on interpretation of Rules of the Committee, if requested
- Helps to facilitate the ExCom with various planning activities
- Participates in AdCom and full committee conference calls
- One (1) year commitment, minimum (Vice Chair, Chair, and Past Chair)



---

# ROLES AND DUTIES - ADCOM

## **ADVISORY COMMITTEE (AdCom)**

The Advisory Committee shall be an appointed body and may assist in such matters as: fundraising, event planning, community outreach, marketing initiatives, and external communications. Any member in good standing of the Organization is eligible to serve on the AdCom. The AdCom shall have no limit to the number of its members, nor on the length or number of terms that such members are able to serve. The Advisory Committee will meet at least once a month. Some key recurring AdCom roles shall have the following duties, as established by the Year Plan for each term:

## **THE COMMUNITY OUTREACH ADVISOR**

### **DUTIES OF THE COMMUNITY OUTREACH ADVISOR:**

- Plans and oversees Community Outreach events
- Works closely with the Treasurer on all sponsorship needs for community outreach event
- Works closely with the Communications Advisor on all marketing content for needs of community outreach events and assists on submissions and award recognitions
- Works closely with the Website and Graphic Advisors on community outreach event marketing material and verifies community outreach event content is accurate on website
- Works closely with Treasurer and Events Coordinator to assist with sponsorship of events
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all AdCom and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)



---

# ROLES AND DUTIES - ADCOM

## **THE COMMUNICATIONS ADVISOR**

### **DUTIES OF THE COMMUNICATIONS ADVISOR:**

- Generates content for exterior communications including but not limited to:
  - Social media posts, marketing brochure for sponsors, call for nominations and elections, announcements/articles as necessary
- Develops submissions for awards or recognitions
- Works closely with the Marketing Advisor on developing content and maintaining the committee quarterly newsletter
- Works closely with the Marketing Advisor on all marketing material
- Works with the Treasurer on all templates needed for sponsorship
- Works with the Marketing Advisor to upload content to the website, Facebook, LinkedIn, Twitter, Youtube, and Instagram on monthly basis
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all AdCom and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)

## **THE MARKETING ADVISOR**

### **DUTIES OF THE MARKETING ADVISOR:**

- Generates content for graphic items including but not limited to:
  - Save the Date posters, event posters, fliers, templates, presentations, marketing material, marketing brochure for sponsors, and all other graphics as necessary
- Plans, develops, and manages committee quarterly newsletter, works closely with other advisors to compile information
- Works closely with the Communications Advisor to develop and maintain WIELD website portal
- Works closely with the Communications Advisor on all marketing material,





---

# ROLES AND DUTIES - ADCOM

newsletter graphic content, and awards or submissions

- Works with the Communication Advisor to upload content to the website, Facebook, LinkedIn, Twitter, Youtube, and Instagram on monthly basis
- Provides long-range planning ideas for file storage and website use
- Manages web-based accounts and google drive content
- Develops and procures WIELD business cards
- Manages budget for website management and business cards
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all AdCom and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)

## **THE EVENTS COORDINATOR**

### **DUTIES OF THE EVENTS COORDINATOR:**

- Plans and oversees networking/happy hours events, Speakeasies, and other events
- Secures venue, photographer, audio/visual equipment, catering, and membership registration for all Networking events
- Works closely with the Treasurer/Sponsorship Advisor on all sponsorship needs for Networking events
- Works closely with the Communications and Marketing Advisors on networking events marketing material and verifies networking events content is accurate on website
- Works closely with the Communications and Marketing Advisors on newsletter content and material for Networking events, and assists on submissions and award recognitions
- Works closely with the Vice Chair to manage the WIELD event
- Responsible for recruiting and coordinating member volunteers for their projects as required
- Attends and participates in all AdCom and monthly committee conference calls/meetings (max. absentee allowance: 4 meeting/year)



---

# VOTING PROCEDURES

- Any member in good standing may run for an elected position.
- All members of the Organization are eligible to serve on the Board. Members may either declare their intent to run for election to the Board or may nominate a fellow member for the ballot.
- Members may also propose amendments to bylaws to be voted on during the November elections. Bylaws amendments may be proposed by any two steering committee members and amended by a two-thirds vote.
- Any procedural matters will be handled by a majority vote.



---

# PROGRAM CALENDAR YEAR

## Fiscal Year: January 1 – December 31

ExCom begins term January 1

- **January 1 – March 31** Draft the Year Plan  
Year Plan:
  - Shall determine the size and scope of the Advisory Committee for the respective term
  - Determine the events, schedule, and budget plan for each year
  - Set date for AdCom nominations and assignments
- **November 6** Executive Committee candidate nominations open
- **November 12** Executive Committee candidate nominations and bylaw amendment submissions close
- **November 21** Executive Committee candidate speeches
- **November 21** Ballots emailed out to vote on Executive Committee nominations and bylaws amendments (if any are submitted)
- **November 28** Voting closes
- **December 1** Run off (if needed)
- **December 5** Ballot results announced for Executive Committee seats and bylaws amendments (if any are submitted)



---

# EVENTS

## **SIGNATURE WIELD EVENT**

The Women Inspiring Emerging Leaders in Design event intends, as the title notes, to inspire, catalyze, and infuse the design industry with thought leaders and engaged professionals that seek to propel the profession forward.

The format is centered around short talks from our featured speakers followed by a question and answer period with audience participation. The speakers' stories highlight how they overcame pinch points, embraced the unknown, or found purpose on their unique paths to professional and personal growth and success. Past storytellers have represented leadership in architecture and engineering firms large and small, academic institutions, nonprofits, and industry organizations such as the USGBC. At the 2018 event, Paola Moya, founder of Moya Design Partners, outlined choices she made to grant herself more opportunities in the field to become a visionary design leader. Nakita Reed, co-founder of Encore Sustainable Design, spoke about how she pursued her passion to combine historic preservation with sustainable design, defying stereotypes in construction meetings by confidently stating: "I am young, female, black, and highly credentialed." Before and after the talks, attendees were welcome to network with fellow emerging leaders and the speakers while engaging with our interactive activities or listening to the upbeat music provided by our architecture student turned award winning DJ, Tezrah.

## **NETWORKING HAPPY HOUR**

To spark conversation before and after the events, the WIELD team has taken an innovative approach to the typical networking event. The nametags provided upon entry do not ask for the name of the employer or any affiliation of the attendee, but, instead, ask questions meant to spark conversation beyond your workplace identity and role. The questions included: "What is your best piece of advice?" and "Who is your favorite fictional heroine?"

Additionally, interactive boards where attendees could share personal thoughts and opinions to thought-provoking questions such as "If you were the queen of your workplace, what are three missing factors that you would add?", were placed



throughout to discuss how one's workplace fosters and/or harms growth and what the attendees would improve to help themselves and others succeed.

WIELD also encourages conversation and thus each event engages the audience in several question and answer periods. Attendees are asked to consider the equity, diversity, and inclusion discourse in the industry and address the storytellers with questions about topics discussed or to delve more deeply into their professional journeys. Cards are provided on every seat and delivered to the speakers during the Q&A period.

### **SPEAKEASY**

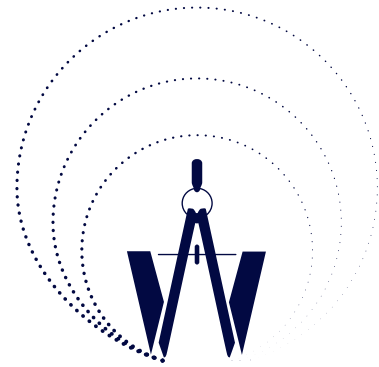
The Speakeasy Series seeks to highlight a single storyteller and their company's commitment to EDI. The evening consists of an intimate conversation with the storyteller, an office tour, and a signature drink to celebrate women's contributions to their firms and their communities in a unique networking experience.

### **DIVERSITY DINNERS**

WIELD will host dinners at local restaurants to connect building industry emerging leaders through discussion on EDI within the profession.

### **FUTURE**

As Women Inspiring Emerging Leaders in Design continues to grow, the WIELD committee is looking to expand engagement and host multiple events throughout the year. Several attendees have spoken about a desire for smaller, more intimate discussions to take place such as workshops to discuss licensure, fellowship or continuing education or a longer story from one storyteller. Additionally, WIELD would like to host more informal gatherings including book clubs, exhibit tours, and happy hours that partner with local female and minority-owned businesses.



ONLY WHEN WOMEN  
**WIELD**

POWER IN SIGNIFICANT  
NUMBERS WILL WE CREATE  
A SOCIETY THAT GENUINELY  
WORKS FOR ALL WOMEN  
...THAT WILL BE A SOCIETY  
THAT WORKS FOR  
**EVERYONE.**

---

Anne-Marie Slaughter