

**Adding the "D" to Diversity: Enabling Foundations, Nonprofits and Partners to Include People with Disabilities**

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>> [Debbie Fink]: Good morning everyone, is this mic live? One second. Good morning. Yes. My name is Debbie Fink, RespectAbility’s Director of Community Outreach & Impact. For those of you who don't know, RespectAbility is a national, nonpartisan nonprofit that advocates on behalf of all people with disabilities both visible and non‑visible by fighting stigma and advancing opportunities.

We are thrilled to welcome you today to our training, entitled *“Adding the ‘D’ to Diversity: Enabling Foundations, Nonprofits and Partners to Include People with Disabilities.”* This is the fourth training of a series of six in New York City. This series is called *Women's Disability, Leadership, Inclusion & Advocacy Training Series.* We want to thank our funders who made this possible. New York Women's Foundation – thank you; and Coca‑Cola Foundation; and we could not have done this without our gracious hosts here at Guttman Community College and their incredible AccessABILITY Services.

 I want to start now with  what we call ‘Participatory Action Research’ so you can look around and get a sense for the makeup of this room. Clearly people are going to filter in throughout the morning. So:

Raise your hand if you are here representing foundation? Great. Welcome.

Raise your hand if you are here representing a nonprofit? Okay. Wonderful.

Raise your hand if you are here representing a New York City agency. Great.

Raise your hand if you are a partner.

Raise your hand if you’re someone with a disability or a self‑advocate? Okay. Wonderful. So that seems to be the most – the majority is self‑advocates and people with disabilities. Welcome to all of you and hello, Anita.

 Okay. Now I would like the turn the mic over to RespectAbility's incredible cofounder and president Jennifer Laszlo Mizrahi, who has been has been advocating on behalf of all people with disabilities for years and years and has been doing this pushing RespectAbility's mission and vision. Let's give a round of applause for Jennifer.
>>[Jennifer]: Thank you very much and I want to thank Debbie -- You've done an extraordinary job on this series and we were over capacity in terms of the number of people who signed up for this event.

And the fact is that people will still be coming into the room. So please forgive that some people will be tardy. Congratulations to all of you who showed up on time, I'm thrilled that you're all here. So let me say, that I myself am a person with a disability. I am dyslexic, I have ADHD you can't see my disability but it's been with me since birth and has impacted everything about me. I know we have a clicker someplace. And so I want you to think before we even start if you take a couple moments to just think about how do you think about disability when you think about disability? Like when did you first, you know, meet somebody with a disability, when did you first interact or if you have a disability, what did you think about your own disability, just to kind of self‑reflect for a few moments on what that image is for you.
>> (Inaudible). Things that you thought of when you think of disability.
>> Does anything come to mind that people want to say that jumps to mind when you think about disability? What you thought of is this yes, right here.
>> [Participant]: I was thrilled because I'm deaf ‑‑ a disabled person. I was thrilled to see somebody involved. It's like, finally. Because many hearing people look at deaf and they kind of discount them and Marlee Matlin came onto the scene and was in a movie and won awards and I felt she broke through that boundary and now hearing people look at deaf as the same as hearing people and are no longer lower and lesser than. But it is still a progress and ‑‑ it's still a process and does take time for deaf people to have full access to everything.
>>[Jennifer]: Thank you. Anybody else? Open and honest.
>> [Participant]: Thank you. For me, the first time I saw someone in a wheelchair (inaudible).
>>[Jennifer]: Thank you so much. Anybody else want to comment?
>>[Participant]: I don't need the mic.
>> [Jennifer]: You might.
>> [Participant]: Okay. Hi, everyone. For me, I think that when you do not have a disability and it's not in your world and then you're opened up to it it's totally different because I think people do just look over or think it's not important or it's like, just put it out of their mind but if someone is living with a disability their life experience is very different. I think we got to honor that and look at that and make sure that (inaudible).
>>[Jennifer]: Thank you.
>>[Participant]: (Inaudible) I suffer from a disability. When you look at these (inaudible) but I was traumatized when I was young. And I never knew I had mental health (inaudible) so and I was just (inaudible) not real bad but (inaudible).
>> [Jennifer]: Thank you. I think the gentleman, (inaudible).
>>[Participant]: (Inaudible) I've been around several (inaudible) that was one thing that a lot of people in emergency surgery told me (inaudible) but I'm not mentally challenged jackass, I'm deaf and that opened my eyes. So ‑‑ and my next door neighbor is hearing impaired, well, she's deaf since birth and I have her teach me sign. So that I would be even more prepared to deal with another part of the community that we don't often recognize that is part of our job.
>>[Jennifer]: Thank you so much.
>>[Participant]: Yeah, thank you.
>>[Jennifer]: Thank you, so let me introduce my co-presenters because I'm up here with what I consider disability royalty. I am with Candace Cable here and Candace is a twelve time paralympian medalist in multi-sports.

 So she has competed on a global stage and brought back the medal for the United States of America. And she is also a six time winner of the Boston Marathon's wheelchair category. And not only is she a champion athlete, she is really probably the most prominent activist on behalf of people with disabilities in sports and recreations anywhere in the world. So that, for example, there's prize money for winning the Boston Marathon. Why shouldn't there be prize money for people in the wheelchair category just like the runners and should that money be the same? It's not. She has been really the leading proponent for athletes with disabilities to really be on the world stage as champions.

Tatiana is a superstar in Hollywood fighting for access and inclusion and equality and representation for people with identities that we don't usually see on screen. And so she'll be talking more about that. But I want to go through just a few statistics before they share some of their personal reflections.

*The first is just how common disability is.* For every one in every five human beings on earth 20% almost lives with a disability. One in five. So the disability community is actually a very, very large community. Very large community. Additionally, 51% of people have an immediate loved one with a disability. So if they don't have a disability, they might have a sibling, a parent or a child with a disability. So it literally impacts the majority of people in our nation. Thirdly is that disability is very, very varied which means you cannot see that I have a disability because I have dyslexia and ADHD but you can see that Candace and Tatiana have disabilities. Do they have an invisible disability too? They might. They might not. People who have an invisible disability because of the stigma around it generally have not felt comfortable or safe in many spaces to express that identity publicly. So people who live with mental health conditions, frequently, or chronic pain, or other kinds of disabilities are frequently not self‑disclosing and not getting the support that they need or the accommodations that they need to be as successful as they can be. Number one. And number two, some of the most successful people on earth as you'll see in the next slide are people, actually, was that the next slide? Right there. Are some of the most successful people on earth who do live with disability. So disability impacts all races all orientations. However the older you get the more likely you are to get a disability. So about 12% of children have some form of disability, usually learning and attention issues, like mental health issues, the older you get, the more likely you are to have a physical disability. You have an accident, there's aging, illness.

 In the working age communities there are quite a lot of people with disability and we want to lift up so people with disabilities can be the most successful people in the room.

And people tend to think of people with disabilities for what they cannot do but you can see some people on screen who super stars. So Haben Girma for example who is deaf and blind. She graduated Harvard law school. And is out there on the front lines of the civil rights movement. Harriet Tubman who was so famous for freeing slaves lived with epilepsy. She had seizures and people always talk about her as being a black leader or an African American leader. They rarely talk about the fact that this was a disability leader. And that she lived with epilepsy. Pulitzer Award winning Clarence Page who lived with ADHD or Maya Angelou who had selective mutism was unable to speak for many, many years as a child was completely unable to speak for years. Whoopi Goldberg who has dyslexia. Daymond John who is dyslexic and you have Victor Paneda who is a wheelchair user who is at the cutting edge of universal design and is going around the planet earth making it for accessible for people everywhere lives with a disability. So disability can be permanent, it can be temporary, you can be born with it. It can be acquired. But what it is, is common. It is very very common. There's a lot of us but you don't hear so much about it.

So I'm going to turn it over to Candace Cable who is going to talk about it a lot from her personal experience.
>> [Candace]: (Inaudible). We're looking at the webinar. That is being broadcast right now and I'm looking at the picture and thinking I'm (inaudible). Love technology.
>> So now we're on the slide with a picture that is showing somebody being very surprised.
>> Very surprised and so first, is to welcome you all and tell you that we're all very grateful that you're here. Because this is a real opportunity to be able to move past that awkwardness that we all feel. (Inaudible). Move past some of that awkwardness that we all feel when (inaudible). That don't disclose because of discrimination or the fear of it and really disability is so common it is a human life experience. We're all going to experience. And other work that I do in my sports career has been is teaching and education around understanding disability and my hope is when I do this work for non‑disabled people I'm creating allies in the disabled community to understand that it's not just about those people that we're creating access and inclusion, it's for all of us who really need it. This picture that Jennifer (inaudible) I thought it was so appropriate because oftentimes that's the face that I see when someone sees me and they have never seen someone in a wheelchair before or they see people (inaudible) pretty good.

Well (inaudible). That's really an expression that makes me (inaudible) feel like I'm on the outside. When it happens. And so that is why (inaudible) and so valuable and what happens, when someone has that kind of face it is we move into fight or flight when we have that face, right? And we're like, oh, what's that? Oh, scary, might hurt me. I got to get away and when we're in fight or flight we have an entity. We don't want to know anything about this thing that might be dangerous. We want to go away or figure out what it is. When we're in that (inaudible) we're not able to really connect as people and so without education and understanding and (inaudible) then (inaudible) where we can work together to create access for everyone. And ‑‑ all right ‑‑ oh, I apologize. This last picture was a cartoon of a person's face above their head was a person running away or a person getting ready to fight which is fight or flight and in these pictures these are some pictures of me and the first picture was when I was a baby and I'm standing in a playpen and my mother is looking at me.

 I was born in 1954. The second picture is me when I'm ten years old and I'm standing and facing the camera. I have some dark pants on and I'm in my campfire girls outfit and the second picture is me at the age of 17 and I am swinging on the swings wearing a short skirt white shoes, with a heel on them and I have bunny ears because we were doing a yearbook shoot and they were having the girls pose as Playboy Bunnies. So clearly I did not grow up with a disability or at least a visible one. I grew up as a non‑disabled child with every opportunity that you can think of in the world. I've ‑‑ I'm white so I have that type of privilege. And we were middle class. We were not rich or poor. We had enough and we had family and friends and lived in a middle class community but I grew up with the idea that I could be and do anything and in 1975 I was in a car accident and sustained injuries that resulted in my legs being paralyzed and I had to use a wheelchair and there were no images at all of people using wheelchairs in 1975.

 When I think back I've never seen anywhere in a wheelchair because maybe a grandmother type looking person. And that was it. Well as soon as I had my surgery and they told me I was going to be in a wheelchair I thought my life was over. I thought I was broken, no one would ever care about me and I would live in an institution. Where did that idea come from? Where did it come from?

 I'm a girl who grew up with all this opportunity in her mind. It's an (inaudible) unconscious bias around disability and that overlay is in everything we do, everything we think about and it's everywhere, our language, it's the way we see things. It's the way we interpret things and when that happened, that also creates that fight or flight syndrome where we don't want to connect because we have this unconscious bias. Where you have to really, one of our own unconscious bias so we (inaudible) to use (inaudible) when you hear that voice that goes, well, that's really blah blah blah blah blah and there's bias that you put out there. Just **shut it down**, pay attention without shame or judgment and then move on and realize you've known this bias you have and you ‑‑ if you can benefit in some way by letting go of it, let it go. Let it go. So this is a picture of Candace, me, again, I actually I (inaudible) there is a very, very steep ramp in front of me and there is no way I can push up that and it was hard to push down in and it has ‑‑ you have to ramp the human mind before the rest of the ramps will work.
>> And that, thank you, Jennifer, because I couldn't identify (inaudible) that I'm trying to (inaudible) clearly I'm PowerPoint (inaudible) so with that, I want to reinforce how important it is to (inaudible) about things. So that's ‑‑ if we figure out the word disability and the language that's around it it's broken it doesn't work. It's ‑‑ unable kind of thing. If we begin to redefine what disability is and identify and really look at it as something that people are positive, you know, someone who adapts. Someone who is capable. Someone who has a new perception on the world. You know, we define disability as a way to change our attitudes of what we think it is because really it is a human life experience that we're going to have. There's so many positive things that come out of it. I have many friends that use wheelchairs or are blind or deaf, a variety of disabilities invisible ones where they say my life is better from this perspective. All right.

 Oh. I apologize. My dependency is on my PowerPoint. At the top it says *1980 Paralympic games first gold medal that I won.* I'm sitting at the top of the podium and there's two other people on either side of me. It's the 1980s and there's flags above us. The Paralympic games are in the same country and venue as the Olympic games. That year in 1980 the Soviet Union was holding the games in Moscow and they said *they didn't have any disabled people.* Yeah? Right? Let's take that in. Really? Well (inaudible) that's what they said.

 And that really is the history of people with disabilities. Is that we’re (inaudible) in the way and pushed away. Also looked at as a burden and (inaudible) have a little opportunities to break down the areas that (inaudible) Paralympic work and what they did was had a kid who (inaudible) one was (inaudible) which is for blind athletes where they wear blindfolds and another one was (inaudible) which is for (inaudible) and the kids in schools played all these games and learned about disability and then they had a competition and in that competition they won a day with David Beckham. Who wouldn't want a day with David Beckham, right? I mean, really. I don't know. Well, yeah, I (inaudible) so moving on. I know it's a girl thing. I had to bring that up.

 Well that project came the (inaudible) was so deep and so strong and it went from there to fill opportunities nor people that go in these (inaudible) and they're one of the leading nations for people with disabilities. There's still a lot of work to do but they're still one of the leading nations so we'll move through this model.

So the three models that are traditional looked at for disability are: moral. There's the charity and then medical. So the medical is oh, you're broken you need to be fixed or cured. You know. It's not a good thing to have a disability. Charity is, you know you're people that can't take care of yourself. People around the world are told they can't work and (inaudible) as a society constantly building on this and then (inaudible) in my countries it's actually a shame on the family to have a disability. Then historically we have laws. We have laws that have come forward that really put disability in the back room hidden away. There were the ugly laws that came forward that said that people with disabilities couldn't be out in public. Oh, yeah, (inaudible). So this is one of my favorites because **denial is a human superpower.**

 I have a story about a vampire that I'm not going to go into but (inaudible) the idea that (inaudible) we deny aging, we deny death and disabilities and we're all going there. We're all getting there. It's time to get on the train.

 All right so I am going to hand this over to Tatiana so she can share, oh (inaudible) she's going to share more of her experience and we can go deeper into the disabilities, thank you.

>> (Inaudible) social model the disabilities. That's where we're at right now. That's where we're looking at. That's where we're reaching for is this inclusion, cohesion of all people being included. Right now we have right now we have one of the most comprehensive human rights documents ever written to this day on the commission on rights of persons with disabilities now the United Nations during the millennium development goals in 2000 that they had left people with disabilities out of those goals and that (inaudible) we're looking at human rights documents that people with disabilities were left out of those documents so those documents only mention disability as a condition. (Inaudible) that the global community want to reach (inaudible) as much as eleven times in one goal. So we are being included in the conversation now and the (inaudible) means that we're included in everything. There's nothing without us. And there's (inaudible) and this is the (inaudible) which is kind of the catalyst that brought forward the ADA. The Americans with Disabilities Act. So in 1973 the Rehabilitation Act was written so that public federally funded private (inaudible) I was injured in 1975. We kind of any about this timeline is so short. So, once that was written and the regs were written in 1978, that started to bring forward more inclusion and access on transportation, education, a little tiny bit of employment, more and more. And people were going to school but in 1990 when the Americans with Disabilities Act was written that's when we saw our civil rights and the opportunities to be able to access multiple levels of inclusion in society. So this is a picture of me in an elevator and so we're side by side going into a building together. Not through the back door anymore as most often people with mobilities are doing. They're going through the back door. That's what we really are looking for and I think we're (inaudible) okay.
>> [Tatiana]: Thank you so much for being here. This is very awesome and I appreciate this. So just to tell you a little bit about me. I'm going to share a little bit of my story. My life started out a little bit differently than Candace's. I was born with a congenital birth defect called spina bifida so when I was born in 1983. And what happened was actually it was the day I was born to a single mother, low income, and what happened was when she didn't know that I was going to have a disability. And when she gave birth to me they turned the baby on her lap and said, your child has stuff going on and you have options. You can take her home or you can put her in an institution because ‑‑ so you might as well give her up and therefore my mom was poor and they said you can't afford to take care of her anyway so you might as well give her up. They very much encouraged her to give me away and she said, no, why would I do that. I carried her for nine months. Tell me what I need to do and I'm taking that baby home. So that's what my mom did and I'm getting emotional thinking about it but I grew up with, like, so much joy and so much excitement as you can see. So these are two photos of me. I wore leg braces and I walked on crutches. I had to do to lots of physical therapy. I've had over 30 surgeries to correct my feet and so many other things to just ‑‑ so I could move about in the world so this is when I was about seven years old and as you can see there's a photo I got my (inaudible) and I thought I was so cool as a seven‑year‑old and I was practicing for Hollywood and my mom told me I would have her do mini photo shoots out in the front yard and she would go along with it and at that point I had so many dreams of things I wanted to do.

I wanted to be a doctor, a lawyer, an actor, a model, I wanted to do everything. And then I was about eight years old and my mom had that conversation with me. And it's not a typical conversation you would have with an eight‑year‑old. The conversation I had was first it started out, and it came along because when my mom would take me out, adults and children alike would ask me what is wrong with you? And I would say nothing is wrong with me, what is wrong with you because I grew up thinking I was just a normal regular kid and so my mom sat me down and said, why are people asking what's wrong with me in why is that? So she had to have that conversation with me. She said,

*Well, we're what you call a person with a disability and not only that you're a person of color and [so she said] people don't really look at people of color or women of color as valuable and [then she said] not only that but you have a disability. So therefore, you’re no use ‑‑ you have no value, so you're not ‑‑ people aren't going to think much of you, [so she says] if you don't accomplish anything it's okay. So she said, if you want to accomplish something, you're going to have to work twice as hard. You're going to have to be twice as smart and really fight like hell everyday you walk out of this door.*

And so that was the fight I had everyday and imagine going out into the world and then every time you walk out the door there's no curb cut or people staring at you and so many things that you have to deal with going around school and being bullied and picked on just because you're different and you don't think you're different. So that was me at seven. So what happened was I, I'll go back a little bit. So I went through education. My mom fought really hard for me to get a proper education to going to my IEP meetings and that's when you go to school if you have a learning disability or a disability actually if you have a disability they automatically categorize you as having a learning disability. And so you have what is called an IEP and it's like they adapt the program to your education to you and so she was able to sit in the IEP meeting and she said, you need to learn all of this stuff and she taught me really early about self‑advocating for myself which is something I really, really associate because a lot of kids today aren't taught how to self‑advocate for their self so she would sit in the IEP and say do you have anything to add or any concerns and I had to engage and I had to take notes, all those things so my mom really turned me really really early and she would do (inaudible) just to go out and be in the world like I also have a neurogenic bladder so I have to catheterize myself. At eight years old I had to learn how to do it myself otherwise I couldn't stay at a friend's house.

 Those were certain things I had to learn as an eight‑year‑old. Imagine going to school. You have elementary stuff but you also have physical therapy, go to IEP, learn how to self catheterize myself. So I went onto college. I did not finish due to I have a learning disability.

 I have a condition called dyscalcula so I don't understand numbers and things like that but I I did go to college but did not finish math because of my dyscalculia so I see numbers and different things differently.

 It's hard for me but office marketing genius. I can take anything and I can sell it to you. Like I just (inaudible) I ended up going to school and majoring in marketing and what happened was I had people tell me, I said, I want to be an actor, I want to be a model because I don't see anyone that I can look up to. I love looking at fashion, runway shows, and magazines, I subscribed to Seventeen magazine and I never saw anyone that looked like me. I barely saw a woman of color. Let alone someone with a disability and so I really wanted to fight for that. But then when I had people that want to work with a photographer or acting as a young child and people would tell me that's not something you can do. No one said I ever want to be a black girl with a disability and model and act or maybe you can manage someone or work in advertising. (Inaudible). Because no one's ever going to want to see that and I would not take no for an answer. So it was about 2010. I moved to L.A. and I said, you know what, I'm going to take all this knowledge I learned and I'm going to figure it out. I don't know how I'm going to conquer Hollywood but I'm going to figure it out when I moved to L.A. I saw all the barriers that it was to be an actor, to be a model. I would go to open casting and they would tell me (inaudible) and so I found my tribe and in this photo it is a bunch of my friends. Some are wheelchair users, one is a little woman and one is a congenital (inaudible) and she actually signed all of us in L.A. and we are her model crew that she takes around. We do so many things to show disability and disability within the realm of beauty and fashion and entertainment and so I really love this photo because it's powerful. Because every woman in this photo is a model and every one of us has a disability. A very visible disability.

 Except for the (inaudible) so that was powerful to find my people and us showing together to really fight for inclusion in Hollywood because it's so hard and (inaudible) because I didn't know what I could be and what was possible for me because I didn't see anyone like me doing it. And so these are some shows where they do have people with disabilities. And the title says people with disabilities on screen. So this is a show called the Good Doctor and it says 2.4% of scripted television characters have disabilities just in 2018‑19 and then we have (inaudible) and it says almost all portrayals of people with disabilities are white, despite the fact that disability impacts everyone. And so representation for people with disabilities is really, really important.

 The makeup helps 20% of the population but we make up 2% of what you see in the media representation – well, 2.4 %.
>> Not only that 95% of the time they're (inaudible) who does not have a disability. So therefore, it takes an opportunity ‑‑ I go to improv school and we do so much to get trained. I (inaudible) so I am I got an award from (inaudible) which is pretty awesome and fighting so hard for inclusion with people with disabilities and there's so much work to be done than laying down those barriers and this movie is called *A Quiet Place* which stars Millicent, check it out she really is deaf and she's on the rise.

 She's killing it. And I've had so many chances to do things. I had (inaudible) I did a commercial. I have been on films alongside Joaquin Phoenix and done so many other projects and still continue to push forward.

 But there's so much work to be done for visual representation and I would be everything that I can and I vow to do everything I can never let a little black girl with a disability go through life knowing that the possibilities are endless for her. I had a mom that encouraged me that even though I didn't see it, it was possible but not everybody has that mom or that dad to tell them that life is possible and that it's possible. I want to do all I can to make sure the recommendation is there so that we can really break down the barriers that we have behind disabilities. So ‑‑ turn it over to you.

>> (Applause).
>>[Jennifer]: Thank you, Tatiana and Candace, terrific. So I want to turn it to some --
 This is really great I want to turn to practical steps that people who are running events or running organizations or running companies can do to be inclusive of people with disabilities. So I'm going to run through some of them because I think it's really important for every single organization to really lead from the front to be inclusive of everybody, the fact is that every organization is stronger when it has the asset of people from all abilities and when you're trying to solve a problem you're always going to be the most successful when you have people with lived experience who can bring their innovation and their solution. So I want to give you some practical inclusion stats so the first and there's a picture of Tim Cook with Tatiana and she told you that she modelled with Tim Cook who I think everyone now calls him Tim Apple.
>>[Tatiana]: I am actually a consultant for accessibility at Apple which they work on accessibility and I had an opportunity, I was there actually speaking to the employees about disability inclusion just like I'm doing with you and the next morning he got up and some other friends of mine (inaudible) is blind and they said, he'd like to meet you guys and we're like, whoa, okay, so this is a photo of him and I sitting down and having coffee talking about inclusion of people with disabilities and him asking what can he do and saying how he was very proud of all the work that we have been doing so just to tell you about that photo a little bit.
>> [Jennifer]: This is very important because disability inclusion like racial, gender and other equity needs to be very much as a priority from the top. When you have an organization, the president and the CEO or the chairman and his CEO both need to have that diversity as a priority so that everybody understands that this is not just for the disabled population or not just for the people of color or for the women. It is for everybody. It's for the best of the organization. So very important that the people at the top are very vocal about this being a top priority of sort of a value of an institution.

 The second tip is really I put in writing for people with disabilities aren't at the table they're on the menu. Inclusion is not something that people can do for people with disabilities. It needs to be done with people with disabilities or by people with disabilities and the same is true for gender equity. I'm glad there's men, that came to our event today. Even though we have all female panelists we need men to be allies for the women's movement. We need people without disabilities or what might call temporarily able‑bodied people. But if you do not have people with disabilities who are a part of the process it's never going to be successful ‑‑ and you can't have only people with one disability.

 Because that's one person with one person's life experience you need people who know the broad array of disability issues and barriers and solution. So it's really important for all of us to have one or more disabilities to try and learn as much as we can about other disabilities. So that we can advocate for the access for all people with disabilities but the more people you can bring in with different kinds of disabilities the better and I will say that one of the reasons that RespectAbility is founded was because we wanted to be cross‑disability. There are many amazing disability organizations that serve people who are blind or deaf. Have cerebral policy or autism. We want to be an inclusion movement for people with all kinds of disabilities and strengthen the movement that way because while there might be a small number of people who deaf we can be stronger as a movement when we are stronger and work together. Nothing about us or without us or as Candace says nothing without us.

 The third thing is that inclusive environment that welcomingness that, you know, that to use the social model and not the charity model, oh, how nice of you to try this (inaudible) Tatiana, let me pat you on the head, or Candace, can I help you move from point A to point B, well, hello, she's a six time Boston Marathon winner she doesn't need my help to give her one place to another so very much the inclusivity that includes those high expectations and really that equity lens and part of it is language I've got a picture here for those of you who are blind that shows somebody in a wheelchair being strapped in because the expression wheelchair bound implies that people are bound to their wheelchairs but actually if you want to talk about this because people use that.
>>[Candace]: (Inaudible) he says you're a cripple ain't you? I say some people would say that but that's, that is you and that's the word they use. That's the generation and then I was handicapped. That was the word. Handicapped and now the word has evolved to disability or disabled. And we're defining that as a how we want to be seen. As individuals with an identity that doesn't mean we're broken or unable. It's empowering and that's (inaudible) oh, yeah, that's so great. We were at, up on Capitol Hill as part of an event and we were talking about disability and someone mentioned about overcoming their disability. And no, people don't overcome their disabilities because they live with them and they are through and around but they don't overcome them. It's not something to overcome. That's the negative stereotype and language really defines how we see things. So there's a whole list of things and I said, out there on the web there's things you say, you should say and you should say. So for example, for little people. Is also accessible. But it's not. You know? That's a chosen language that we're using and it's always evolving.

 So one of the things I want to say about language and for all of you is and for us because we're running it too. You will make mistakes. You do not be hard on yourself. Forgive yourself and do better and ask how to be better that's all you have to do. You have to keep asking. As Jennifer said I can do a lot of things myself but I (inaudible) so be stressful on yourself but be strong on the movement.
>> [Jennifer]: And let me just add because the next slide which is working with people not for them is really important. When you want to be an ally to any marginalized individual or group. Is I'm a person with white privilege and it's important to me to have equality with people of color or people with other kinds of identities. And I'm learning the lexicon. I'm trying to learn more about racial justice issues and it's a learning journey and these sorts of journeys that you're on for inclusiveness or not like light switches that turn on and off, they're more like a dimmer switch where you have to push, push, to move things forward. And the next day you're going to be perfect. You're going to make mistakes. I always use the expression **ATP. Ask The Person.** You know? If you have a question about how to do it right, ask somebody, you know, I want to be sure to include you in this event, you know, and I know that you have a ‑‑ may have some access issues.

 What do you need that you can fully access this event? Here is who you contact or how to contact or if you're going to offer sign language interpreter to put it on the information that the person who is deaf knows that you want them to come just like anybody else. Because frankly, experience of a lot of people who are deaf is that they're frankly not wanted enough that people will pay for a sign language interpreter so if you put on your flyer that you request accommodation let us know and people know they can request a sign language interpreter. So ‑‑ hold on. So I just want to say these are the lobbyists from Los Angeles. I think it's very important for the disability community to include people of all racial, ethnic, religious and other backgrounds and I say that because of the disability movement overall has been led by white parents from a two parent family who have relative privilege who didn't have a kid with a disability and then they're all about helping that kid move forward.

 And every parent wants to do the right thing for their kid. I mean, I'm sure that even those people who try to bribe their kids away into college as we all have seen this the news today, they were trying to help their kid. But if you want to help your kid you have to help the world be a safe space for all kids. And that means that we have to make sure that the disability community and our leadership is very diverse because disability impacts people from all backgrounds. These are links, this PowerPoint you're going to be sent this PowerPoint which is fully screen reader accessible for people who are blind, has some links and there's RespectAbility, tap ability, and askjan.org. Every organization should have an inclusion statement.

 It should have a statement that says that our organization welcomes people, you know, whether they're from a racial, gender and other background. We've done an inventory if you want to surprise yourself, go to the websites of all the organizations that you're involved in. And go to the search function and put in the word ‑‑ the search engine the word disability and see if it ever comes up. And if it comes up it might be that they have a policy that says that they include people with physical disabilities. Well if they put in the word physical that implies they won't welcome people with an intellectual or a mental health or another disability so that's an excuse for an opportunity for you to reach out to the organization to say, hey, great that you want to include people with physical disabilities, maybe you didn't intend to do this but did you ‑‑ do you mean to discriminate people with other kinds of disabilities or can you take the word "physical" off your website in your quality statement so people know you want to serve people with all disabilities.
>> Can I say something about that real quick and then sometimes they aren't accessible for people with physical disabilities. I say that they are inclusive of disabilities and then they either their building is not wheelchair accessible or they say, we have an elevator you just have to go up two steps. That is not accessible for me. How do you note that? So check that out because that has been an issue that I have run into a lot with, yeah, because I'll say, oh (inaudible) where there was a colored entrance and there was a white entrance so if you have a different entrance for someone that's around the back, I had somebody tell me where the accessible entrance is all the way in the back next to the trash can and there's (inaudible) oh my God that is so (inaudible) I had experienced that too going into a restaurant. I actually (inaudible) I said (inaudible) but not accessible entrance. They said, oh, it's around the back but there was no direction to get there. I had to go all the way around the back, around the trash cans and go around here and I'm like, that's not inclusion. That's inclusion. I literally had to go around the back and go up this ramp just to get into a restaurant (inaudible) I'm spending my money. Buying the same good in the same world that everyone else is but I have to go through all these extra steps just to be able to do that. So it gives ‑‑ it's the businesses that you won't get my money if you won't be inclusive. So ‑‑
>> I there's another (inaudible) because that means Tatiana misses the whole social experience of going to that front door with everyone else and (inaudible) side by side is so important. Because oftentimes because in the ADA there's this compliance issue, people will do the minimum to make it compliant because they're not connected to it personally because they don't think it's really about them but they have to do it and there's resentment around that when you're told to do something people feel resentful but if you feel there's a personal stake in this, that this is really about you.

 And it's not just (inaudible) then we're going to make it so that everybody has an equitable experience. And so really think about that when you are walking through (inaudible) that's really about inclusion when that happens.
>> Okay. So the next thing is to be sure to include people with disabilities in your marketing. You heard Tatiana talking about how she wanted to see people like her in the visuals on TV but that's the same for your nonprofit organizations or your government agency. That there should be people with visible disabilities whether they use a cane or have a service animal or use a wheelchair they should be in your picture. I was just at a conference on diversity and they said there's a difference between your annual picture diversity and real diversity meaning that they were part of an organization, this was a person of color who was saying that every time they take a picture for their annual report they roll them out to be in the picture for the annual report but that it's a huge organization with like two people of color and they put a picture of ten people and two are of color as if they were 20% of the company, the organization, but really they are two people out of hundreds and hundreds of people. So there's a difference between real inclusion and sort of that annual picture inclusion but let me just say if you're not in the annual picture, they're not even sending a message that you want to get to the next place. See, this is a journey, people don't go from, if they're in an organization and there's hundreds of people and all of them are white, like the first people who come in, that's like a scary place to be.

 If you're the first women to get into an organization that's a scary place to be. If you're the first person with a disability who works for an organization you're like Jackie Robinson, you're really ‑‑ you're feeling there's a target on your back because you're the person that everybody is looking, well, I hired a person with a disability and it never worked out. Maybe we'll never do it again, right? Because you're always feeling that pressure the people who are hired, yeah, or the first person with a disability. They feel the pressure to perform and it's up to us to help them perform because we know there's all those different stigmas but there's a tremendous number of organizations that are doing good. And what does that tell you about the organization, whether they want to have people with disabilities included in their work? So like I said, it's not an on off switch. It's a dimmer switch but we got to get to a point where this is going. Let me also say that organizations today, that your website is your new lobby. You know? There's a lot of organizations that no one ever goes to their office but they all go to their website so digital accessibility is core critical.

 Every video that your organization makes needs to have captions. It's so important. Anybody who is watching on the webinar right now, is watching us via this computer. They're getting live captions. So every word that we're saying is being typed out instantly on screen for anybody who wants to use that and there's an ASL interpreter, you might not want to go that far but I'm telling you, that if you have got a video and you have not put captions on that video, that is really a poor marketing decision. Because 37 million people in this country rely on captions. Most of them are not deaf. Most of them are not deaf. Most of them do not know ASL. So if they came to you and said I'm hard of hearing, very, very hard for me to hear, they don't want an ASL interpreter in many cases because they have not yet learned ASL but they need captions and on the videos and we see the presidential candidates who put out these videos and there's, you know many people of color and people who are gay and people who are female and the whole thing there's no person with a visible disability in the video and then there's no captions.

 **Here's the magic of the captions**. They're actually free and instant. Here's what you do -- you take your video and you put it on YouTube. Guess what? There's an algorithm and it puts captions on your videos *instantly and for free.* That is, ladies and gentlemen, that is my favorite thing, free. Free and instant. So if you're not doing that you're *not communicating with 37 million people [who use captions] in our country* and we're about to release a major report that shows only 14% of nonprofits are even attempting to put video captions ‑‑ put captions on their videos. Only 14% meaning that 86% of the nonprofit and philanthropic communities isn't attempting to communicate with the 11 million people who are deaf or hearing impaired [among the 37 million who use captions].

 So I have a new friend over here who is deaf that's telling her that she doesn't matter or that I don't want her talent. It's taking away my ability as an organization to benefit from all the skills and all the ideas and all the energy that she can bring forward because I'm not taking two minutes to put my video on YouTube. Additionally for people who are blind it's important to label your photos so people know what is on the screen.

 So this PowerPoint afterward I think people who said they were blind got a copy of this in advance it's completely screen reader accessible and that's very important. Again, nobody is perfect. There was a picture behind me of a synagogue that did not have an accessible entrance. So anyone who is a wheelchair user couldn't go to the synagogue. Of course, the word gets out, if you're a wheelchair user don't go to this synagogue because you can't get in the building. They're fixing it. They didn't want to fix it and be done with it. They knew everybody thought they couldn't get in so they put up a big sign with a wheelchair picture that says pardon our inconvenience while we're doing our renovation. There's a big renovation site because they're putting in actual ramps and essentially they want to advertise to the neighborhood, like, hey, we're open for business, we want you to come to us, we're really, we understand, we didn't get it. We know that. We'd like to get it now and we'd like to have you participate. So really when you're on that journey to really share that you're on the journey and let people to participate. There are a lot of checklists and there's a link here to ‑‑ some checklists for your event to make sure that, you know, that people can participate so that you can be accessible and I will also say that the Chicago Community Trust which is a nonprofit funder in Chicago has a really fantastic inclusion guy for nonprofit organizations with great checklists and there's a link to it as well you can also use vendors to hire people with disabilities. As another way that your organization can really help people with disabilities, interestingly are more likely to start their own businesses than people without disabilities. And part of the reason why is because which we all know who have disabilities, it's that people won't hire people with disabilities. Only one in three people with a disability has a job and so looking for income a lot of people with disabilities have turned to starting their own businesses.

 People like Richard Branson who owns Virgin [Galactic], all have learning disabilities that they couldn't get hired and so they started companies. One of the largest companies in the world is Ernst and Young. Or EY. Young was deaf. He started his own company. Now there's over 200,000 employees. It's great to do business with disability owned businesses and if you're a funder to make sure the money you're giving isn't being spent to promote prejudice. You wouldn't want to give money to an organization that wouldn't allow people who are Muslim or black or women, or whatever, why give organizations that don't put captions on their videos when it's free to do it. You require that any videos that are made with any funds that you give be made, that they're acceptable to people who are deaf by putting the captions in. Can you put into your grants agreement that if they're going to be hosting an event with your money that they do that event in an accessible space. The study that we're about to release shows that over 40% of nonprofits are not even attempting to use accessible space. For the events that they are doing.

 I will also add that all faith based organizations are exempted from the Americans with Disabilities Act so usually the worst place to do an event is a church or a synagogue or a mosque. Because they have no legal requirement to be accessible for people with disabilities. So look for a public library or a public high school or another place that can offer you a free event. So I want to turn it over for questions. We have been talking the three of us for a long time. We want to see what questions you guys have. And are there some ways that we can help you include people with disabilities in the wonderful work that you all are doing. There are some pink cards on your chair. Some people are comfortable asking questions out loud and you can raise your hand. Other people feel more comfortable writing them. If you're deaf and you want to ask a question you can just raise your hand and the sign language interpreter will help with the interpretation. Are there any comments or questions at this time? Thank you, you want to share?
>> [Participant]: Just a comment around when organizations doing, a way of thinking, that 20% of the population with some form of a disability. Not only do they need employment but they are a large population that products and services need to be, you know, provided for. Right? So as an organization as you're trying ‑‑ whether it's raising money or doing whatever, that 20% of the population that your particular business if you're not focused in that area as a possible customer in that way. Whether it's a product or a service or whatever. That 20% of the population sales you're missing. This is not something to do because it's nice to do. This is something to do because it's good business and makes economic sense. And I think (inaudible) from just the one level of engagement. If we talk about inclusion we want a (inaudible) resources that are available using all of those assets and all of those tools. To make this city, this country, this planet a better place to live. Right? So we need to feel, as your point earlier, about language, it's really important that we talk about what we can do. And we focus on skills and ideas and innovations that we bring and not all the other stuff that is negative and not helpful.
>> On the other side (inaudible) we're not going anywhere else. We are are (inaudible) customers in and out. If there's a place that we can go and it works for us we are always going there. It's something to keep in mind that this is a group of people that will be there once they are given something that works for them.
>>[Jennifer]: Someone will bring a mic. Before you do though I would like to ask a question, how many people here are involved in some sort of diversity effort in an organization where you work? Okay and so how many people here are involved in a diversity effort that already includes disability? Okay. So most of the people here. Because I am going to be interested in hearing a little bit from those of you who are involved in pushing this and sort of how is it going, and what is working for you and where are the barriers, where are the stumbling blocks where you could use some support? So in the back, you had a question?
>> [Participant]: Well it's not so much a question as an observation. I should have (inaudible) video at the White House hiring persons with disabilities. And I (inaudible) I missed one thing attached. Attached. Outside of that you have the opportunity to get out, it's really touched upon many of the same things that you guys were expounding on. And it was that (inaudible) I thought it was a great presentation with great presenters.

>>[Jennifer]: Great. Thank you. So there was another question and then I'm turning to you guys with a question about how is that disability inclusion effort going? What's that process like? But I know somebody had their hand raised. Actually, to both of you. Thanks, Gabby. By the way I didn't introduce, this is our board member Gabby who is just tremendous. So we're very glad to have her support for this.
>>[Participant]: (Inaudible). As somebody (inaudible) and specialists. I think 99% of the time they don't (inaudible) to create like a diversity inclusion agenda but not something you're required on how to do it. I'm sitting on these meetings with these panelists and (inaudible) being more inclusive. Having women in your workforce or people of color. But disability is not even addressed.

 It is and I'm (inaudible) I'm sitting there with my white cane and I kind of have a discussion afterwards whether I get a chance with generally the directors of these companies that are hosting the events that disability is never mentioned on the panel or in the discussion. Like I said the others are important but you're ignoring a large population that is qualified.
>> [Tatiana]: I ‑‑ dealt with that a lot in the sense of how (inaudible) conferences that have to do with diversity inclusion and a lot of the times instead of going to them and talking to like a specific person, I will bring it up in the Q&A. Like I will like, loud and proud, I said, you guys talk so much about diversity and inclusion. That's great, thank you so much but you guys never mentioned disability. And you know about 20% of the population are (inaudible) but I always bring it up and I think that is great to do and I think we have to continue to show up and keep bringing it up and so they get it. So thank you so much for you going through this and keep bringing it up. Bring it up in the Q&A. Call them out. It's very, very important. And that everybody is aware that they'll be all out for it.
>> [Jennifer]: Let me add onto that so ‑‑ so let me add on and just say I actually have come to the belief that the thing to do for somebody like yourself who is a person of color and blind is that when ‑‑ that you literally should Google every conference on diversity that is within a certain mile range and you should send them your bio and say I see that you're doing a conference on diversity and I don't see that disability is on your agenda. Given that 20% of people have a disability, I am wondering if I can offer my service as a panelist so that you can ensure that this part of the conversation is included.

 And I must say that being pushy is really, really, really important so I mention we're about to release this study. So it's just been mind‑boggling to see the answers from the nonprofits space so we ask people if they're not doing disability inclusion what ‑‑ what is the top reason and what is the second top reason it could have been legal risk. It could have been a complicated ‑‑ it could have been that they're busy with other priorities. The top two answers are stigma. Complicit bias. But very close to that was literally nobody has ever asked me to do it. Nobody has ever asked me to do it. So for everybody in this room that works on disability inclusion particularly if you have lived the disability experience I really invite you to write to every conference about diversity whether it's a women's conference or whatever the topic and say, and even if it's not a diversity conference to say it's a don inference, I have Sheila here and she works in finance and I bet you they're not putting out panels with all men anymore even though it's finance. They have a tally that they realize if there's five people on panel at least one of them better be a person of color and one better be a woman and ca‑ching if they happen to be a twofer, whatever.

 People are in the rooms making those calculations when they're putting together their panels because no one wants to be called out for having a nondiverse panel. So no matter what your profession is you should ‑‑ Stamford has a publication that is considered the most important publication in social justice. It's the Stanford social innovation publication and they do a conference once a year on whatever the cutting edge thing was, so their cutting edge conference this year was on diversity. They had 30 speakers on diversity. Not a single one with a disability. Not a single one. So I wrote them to say, oh, what a great conference. I noticed it works with my calendar. I would love to speak at your conference. So they didn't invite me to speak at the conference but I signed up anyway and they invited somebody who does disability dance. She's a wheelchair dancer. She's local, they knew her. She's fabulous. It was great. She presented what she does. In her space. Which was phenomenal but not on the other aspects of disability so of course I showed up and I raised my hand and asked question but this is Stanford social innovation conference on disability. Their welcome reception was held in a building that was *not* accessible unless Tatiana could come in through the dumpsters, number one. Number two, there were two people that were deaf. No sign language was offered and no live captions and no captions on the video. This was this year, 2018 so we have to act. We have to act. So I see you had a question and then I want to hear, oh, wait, you, person, right there in the back.
>>[Participant]: I was going to say this has been a great morning and thank you very much for that. I work at city hall and I work in the (inaudible) place. It is the first time I, with a disability, have ever sat in the (inaudible) and I think that's so sad because they should have always been people with disabilities to have (inaudible) how to make city hall more accessible. For example on Monday I met with people who make up ramps. (Inaudible). To do on the actual outside with like beautiful gateways that we have do get in the building so I have to go to the back way with my name and I was like (inaudible).
>>[Jennifer]: Great. You had a question.
>>[Candace]: I just want to make a comment about, you know, how you said, and thank you so much for the comment. We really appreciate it. We appreciate you being here. Because all of you are going (inaudible) (no audio).
>> Thanks so very much. I (inaudible) where most of young girls and inner (inaudible) and I was thinking of what I can do and (inaudible) this morning for the people in my country and (inaudible) and then communities that (inaudible) I cried all night. She goes (inaudible) so I'm asking (inaudible) you have something to do I can't (inaudible).
>> So this website askjan.org has all of your legal rights. And all of the responsibilities of the employer and it's a free website and if they don't have the answer there's actually a number you can call and they can help support you so I won't go into your individual situation other than I know for a fact that that situation is on that website. As are many more I want to hear from people here what are some of the things that you all are doing in your own diversity journeys to include people with disabilities in your work?

 I saw a lot of hands go up of people that are ‑‑ let's hear from somebody new though. Somebody who hasn't spoke yet. Is there somebody who hasn't spoke yet? All the way in the back over here. I know your hand was up.
>> (Inaudible).
>> [Jennifer]: Okay. So if somebody can bring you a microphone I would love that because you raised your hand that you're working on disability inclusion.
>> [Participant]: My name is (inaudible) service that individuals with disabilities, visual impairment in particular. With that being said, because I'm (inaudible) low vision I know the first thing, some of the challenges that I'm seeing (inaudible) with that being said it still (inaudible) I understood what she was talking about as well so this is really taking that and making it an all inclusive agenda (inaudible) and it's not ‑‑ it is (inaudible) who are really (inaudible).
>>[Jennifer]: Thank you. Is there anyone else who hasn't spoken yet who can share a part of their journey? Yes, over here.
>>[Participant]: I work with active VR which is a state agency of people who have disabilities to help them, give them a combination to work. And my job is to go (inaudible) and speak to the teachers and staff about the active VR process so when I see a learner, a lot of teachers, that are not teaching special education, they're very unclear of how to work with people who have disabilities. So remember, everyone has started school but the teachers are not aware of how to work with (inaudible) and (inaudible) a lot of times families and parents don't know anything about disability or how they can help their child. There is a (inaudible) and these are the young people growing up who don't really know what they can do.

 A lot of times they are told they cannot do things. And so they grow up when they get to access VR ensure that they don't have (inaudible) because they an ‑‑ have grown up like that. Yes, we're helping disability be known and seen. But part of it is how people grow up and how each kids who have disabilities, how they see their own disabilities. You say you have ‑‑ I work with people who work with the IEP and a lot of students don't even know why they have an IEP. They don't realize it is because they have a disability. The denial about it is really big. How do we get young people to understand they have a disability. How to advocate for themselves so then it's that much easier for all these things to come to it.

>> [Jennifer]: That's a great comment so before we break for lunch where we'll have a chance to really interact with one another and to really exchange ideas and you can ask questions, everyone was given a yellow envelope and a card. And the reason that you were given that card was so that you can write yourself a note. So here is what I am inviting you to do. Make a commitment to yourself about something that you would like to do personally to help advance the inclusion of people with disabilities. So think about something that you would like to commit that you want to do personally. Write yourself a note and then put your address neatly on the outside. And in a couple of weeks we're going to mail you a letter to yourself. So you're writing a letter to yourself. No one's going to look at it. You’re going to write a commitment.

 And if you're blind so you can't write on this, you can text it to yourself, or you can text it to Debbie who can send it to you in two weeks. But the idea is that you try and come up with something new that you will do to advance inclusion either for yourself or somebody else. Maybe somebody who has a very different disability than you. Somebody you decided to learn more about.

 And write yourself a note and put your address on it and before you leave, give that to Debbie and in two weeks we'll send that to you so you can see whether you're meeting the commitment that you have made to yourself.

 Before we wrap, I just want to say, Guttman College is an unbelievable partner and we love you. So to everyone at Guttman College from security to IT to accessibility, to the leadership and the deans, everybody has made us feel incredibly at home not just for this event but I think out of our six-part series, five of the events are in this room and we're really grateful to Guttman College for that.

I want to thank Debbie Fink who is the staff person. All of you have met. Thank you. And I think you all have her e‑mail.

I also want to say that we have a tremendous board of directors and advisors and so not all of them are here. Shelly and Vivian, they've done a tremendous amount but Gabby is like, amazing wonder woman back there. Thank you very, very much. I just want to say the RespectAbility is working to open an office in California because we believe that the most important indicator of the future is what people see on their screen. If you look at, you know, all the statistics, people spend more time looking at their phones or on television than pretty much anything else. That we see diversity in Hollywood, people with disabilities on screen, behind the camera, telling the stories, positive stories about people with disabilities. Has the potential to change the future for everybody with disabilities everywhere. That our first two people for that program, I'm very proud to say, we don't have all the money for it yet but we're working on that and we know it's going to happen.

 That it will be Candace Cable and Tatiana Lee and there's a third person who is with us today that we also know we want to have (inaudible) and we are really, really excited about the (inaudible) also joining us because this is going to be you know, really important work. But New York is very essential. I want to send you a couple statistics. All of you are going to get the PowerPoint in the back of the PowerPoint are a lot of stats. First of all, huge number of people with disabilities here. Huge number of women with disabilities. And disproportionately women take care of people with disabilities in their family, in the caretaker role.

 But only 43% of students with disabilities in New York City are graduating high school. The national average is over 55% but here it's 43% so we have a very long way to go on the school outcomes here very few people with disabilities that have the job that they want and that they have potential for. Very few have any job even though with a job frequently is under their potential or fewer hours than they will like work and people with disabilities can be extraordinary as board members for nonprofits as really innovators in so many ways so I do believe that the work that is made possible here by the New York Women’s Foundation, you know, really, some of the folks of New York women are here and I want to give you a real shout‑out for supporting this work. You know, thank you very much for making it possible. We believe in everyone who wants to make this world a better place for all of us. So Tatiana is Candace are great. I want to thank the ASL interpreters. They've done a great job over here next to me. If you want to give information about food.

So for those of you on the webinar we're going to sign off on the webinar but we're very, very grateful for your participation. I hope that you'll join us for our future programs. We have two of them coming up. But let me turn it over to Debbie and thank you to our webinar participants.
>> You've been wonderful. Okay. So before we get to logistics I also want to give a shout‑out to our fearless leaders. Jennifer who pushes us all to excel. So now to the logistics.